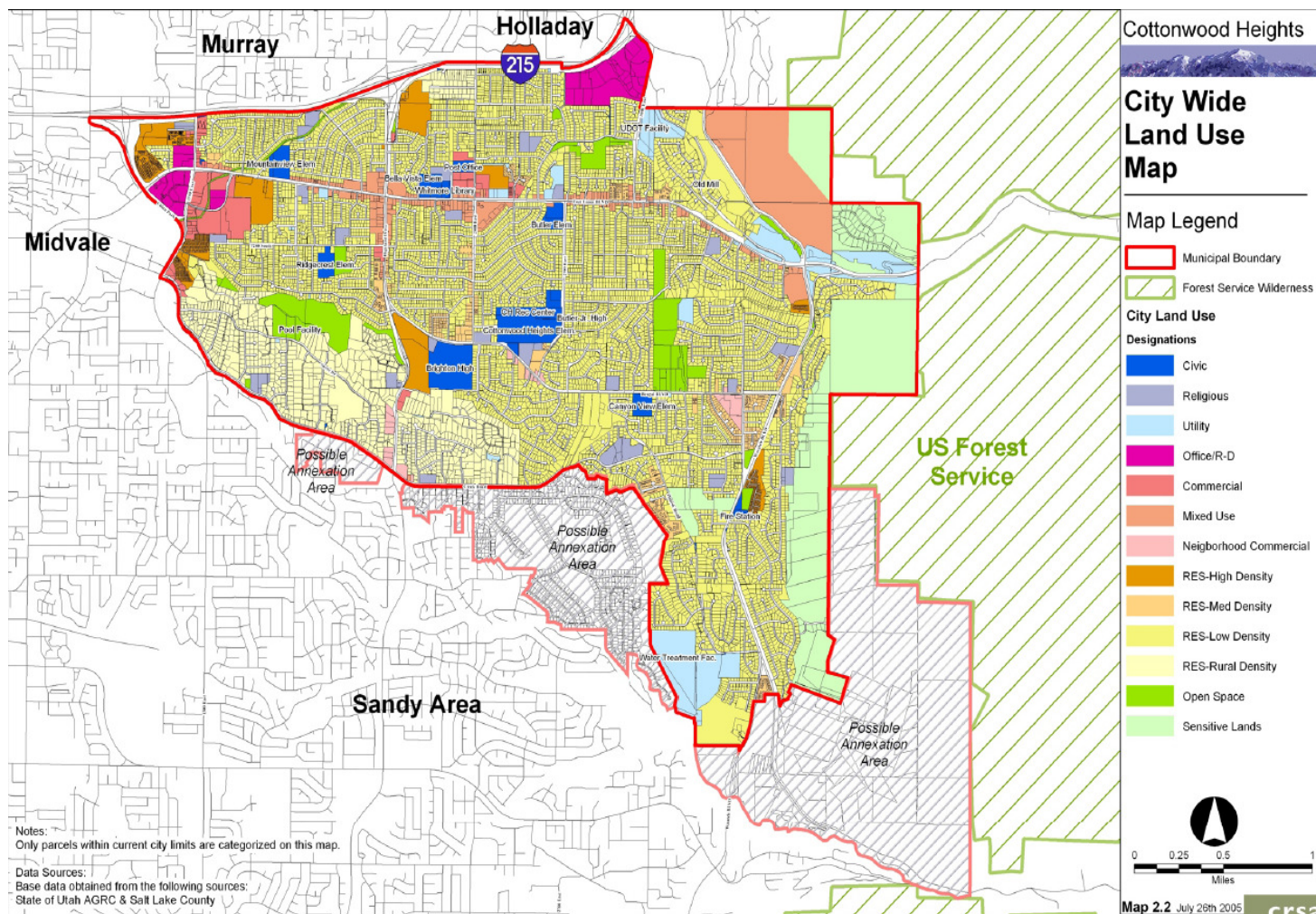


***COMMUNITY  
AND  
ECONOMIC  
DEVELOPMENT  
DEPARTMENT***





# PLANNING and ZONING

**PLANNING PERIOD: FY2011-12 THROUGH FY2015-16**  
**FISCAL BUDGET PLANNING YEAR: FY2013-14**

<b>FUND:</b>	General Fund	<b>COST CENTER NUMBER</b>	11-4611
<b>DEPARTMENT:</b>	Community & Economic Development	<b>FULL TIME EQUIVALENT</b>	4.54
<b>SUB DEPARTMENT</b>	Planning and Zoning	<b>BUDGET: FY2013 Adopted</b>	367,600.00
		<b>FY2013 Amended</b>	367,600.00
		<b>FY2014 Budget</b>	420,920.00
<b>DIVISION</b>	Planning and Zoning	<b>DIRECTOR: Brian Berndt</b>	

**AUTHORITY:** COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.010: Duties of community development director/planning director.

In all cases where the duty is not expressly charged to any other department or office, it is the duty of the director of the city's community development department to:

- A. Plan, promote, and coordinate all activities affecting community development;
- B. Speak on behalf of the department concerning the public issues in the community over which the department has jurisdiction or advisory responsibility;
- C. Establish overall work priorities and allocate work among the staff and divisions within the department;
- D. Review the work of all divisions and make the final decisions for the department;
- E. Coordinate departmental activities with other departments; and
- F. Perform all such related duties and such others as may be imposed by statute, by ordinance, or by the city manager.
- G. With the advice and consent of the city manager, appoint one of the department's division directors to act as the deputy director of community development. There is no deputy director at this time.

COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.020: Organization of community development department.

The community development department is divided into the planning division, a building inspection division, and an economic development division, which includes business licensing.

### PURPOSE

The purpose of the planning division is to provide for the City long range planning, current planning, overseeing city building inspection, and administer the policies adopted by the City Council.

### PURPOSE STATEMENTS

Planning functions with three full time employees.

Planning is responsible for the following functions:

- Long-range planning, including land use, housing, economics, policies, the major street plan, the general plan, and assisting in the development of the capital facilities plan and the adoption of any related impact fees
- Current planning, including reviewing all new development, handling land use problems and applications on a day-to-day basis, providing technical staff assistance and liaison to board of adjustment and the planning commission, and the development of short-range land use plans
- Performing such other duties and functions as may be assigned by the community development director or the city manager
- Providing city departments and citizens with GIS support and technology

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**PLANNING AND ZONING**

The City contracts with a private engineering firm to provide plan reviews and inspections as well as reports to the Community and Economic Development Director/Planning Director.

Building inspection is responsible for the following functions:

- Inspect or supervise the inspection of all work done under the provisions of the uniform codes adopted by the city
- Inspect or supervise the inspection of all premises, including structures and appurtenances thereon, for safety
- Perform such zoning ordinance compliance as directed by the community development director.
- Examine or supervise the examination of all construction plans to assure their compliance with the building codes and other appropriate laws and ordinances
- Issue building permits when plans comply with the building codes and all other appropriate laws and ordinances
- Assist and advise the public with respect to construction and code requirements.
- Investigate complaints or information regarding the probability of the presence of hazardous or illegal conditions or uses in premises
- Perform, when requested or directed, inspections for compliance with the requirements of the community development department, the public works department, and the fire department pursuant to the city's subdivision ordinance
- Perform business license inspections
- Perform any other inspections or services directed by the city manager or the director of the community development department

**FIVE YEAR BUSINESS PLAN GOALS**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Enhance the use of GIS within the City	1. Create an Interactive GIS map that provides all of the information available	<i>Interactive GIS map is in process of completion</i>	Develop online GIS Applications ..... <i>ongoing</i>	Develop online GIS applications	N.A.	Update GIS online application as necessary
Provide for appropriate records retention	1. Complete file organization and clean-up. Archive appropriate files	<i>60% Complete by 6/30/12</i>	Complete by 6/30/13 ..... Completed	Complete by 6/30/13	N.A.	N.A.
Implement programs designed to enhance customer loyalty and satisfaction. <i>(City Goal 2011-1)</i>	1. Measure customer satisfaction	N.A.	Create customer satisfaction survey card and review results and implement improvements ..... <i>Completed 6/2013</i>	Create online customer satisfaction survey and review results and implement improvements Review all Development applications & processes; to Streamline where possible	Create online customer satisfaction survey and review results and implement improvements Review all Development applications & processes; to Streamline where possible	Create online customer satisfaction survey and review results and implement improvements Review all Development applications & processes; to Streamline where possible

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**PLANNING AND ZONING**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Implement programs designed to enhance customer loyalty and satisfaction. (cont'd) (City Goal 2011-1)	2. Working with Administrative Services, cross-train counter staff to facilitate any customer request. This includes, but is not limited to the following: <ul style="list-style-type: none"> <li>• Issue construction permits</li> <li>• Accepts construction plans</li> <li>• Cash receipts for all construction permits</li> <li>• Answer basic zoning, building, and engineering questions</li> <li>• Issue animal licenses</li> <li>• Business License</li> <li>• Know the basic components of the city – who does what</li> <li>• Make deposits</li> <li>• Understand city processes</li> </ul>	<i>Cross training completed</i>	Continue cross training as needed <i>Completed</i>	Continue cross training as needed	Continue cross training as needed	Continue cross training as needed
	3. Complete plan review and application processing in an efficient manner and enhance customer satisfaction with timeliness of plan review and application review	<i>N.A</i>	<i>N.A.</i>	Complete plan review and application review within 10 working days 90% of the time	Complete plan review and application review within 10 working days 90% of the time	Complete plan review and application review within 10 working days 90% of the time

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**PLANNING AND ZONING**

	Measures	FY2011-2012 Actual	FY2012-2013 Actual	FY2013-2014 Budget	FY2014-2015 Target	FY2015-2016 Target
Development of programs and plans to maximize the beneficial impact of planning.  (2012 - 2014 Citywide Goal 5)	1. Evaluate housing stock within the City and evaluate long range housing.	Evaluate participation in the Olene Walker low income housing plan & participate in other low income housing assistance programs <i>Evaluation of OWHP 100% Completed &amp; provided CDBG funds to ASSIST &amp; HANDYMAN programs which assist low income individuals with moderate housing repairs which help them stay in their homes</i>	Evaluate housing stock within the City & develop long range housing Goals <i>Continuing</i>	Evaluate housing stock within the City & develop long range housing goals through the current general plan update process	Incorporate long range housing goals into city decision making process	Incorporate long range housing goals into city decision making process
	2. Update Cottonwood Heights General plan.	Complete assessment of elements of the General City Plan that need revised & or updated by 6/30/2012 <i>100% Completed</i>	Take action as appropriate & scheduled to implement changes in the General City Plan as needed by 6/30/2013 <i>Continuing</i>	Publish new General Plan by Dec. 31, 2014. In lieu of completed plan have in place by June 30, 2014 the public input phase of completion	If not published, publish new General Plan	Modify the General Plan as may be necessary
				Determine if a Fort Union Blvd. master transportation plan is warranted	If a Fort Union master plan is warranted incorporate into such plan alternative transportation modes / networks along with a sufficient transit system of light rail or bus-rapid transit to link major employment retail, and residential areas with stations, park and rides and other elements of regional transportation	



**WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS**

<b>Workload Indicators</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Estimate</b>	<b>FY2015-2016 Estimate</b>
# of City Council, Planning Commission & Advisory Board meetings at which Planning staff provided support or participated	<b>73</b>	<b>75</b>	<b>75</b>	<b>70</b>	<b>70</b>
# of Land Use Applications reviewed	<b>39</b>	<b>48</b>	<b>40</b>	<b>30</b>	<b>30</b>

**FY2012-13 MAJOR ACCOMPLISHMENTS**

- Created community profile
- Updated Ft. Union Master Plan
- Completed Canyons School District outreach

**FY2013-14 DEPARTMENT SERVICE LEVEL ADJUSTMENTS**

There are no service level adjustments

**FIVE YEAR LOOK AHEAD**

- Update Zoning Ordinance
- Update subdivision Ordinance

**SUMMARY OF KEY CHANGES**

<b>Description</b>	<b>FTE</b>	<b>FY2013 Estimate</b>	<b>FY2014 Adjustments</b>	<b>FY2014 BUDGET</b>
<b>Planning</b>	<b>4.54</b>			
Salaries and Wages		233,160.00		
Miscellaneous annualized adjustments / categorization			10,985.00	
Compensation adjustments			8,980.00	
Office Assistant II (Business License) from Administrative Services	<b>0.63</b>		20,795.00	
				<b>273,920.00</b>
Benefits		99,150.00		
Miscellaneous annualized adjustments / categorization			1,987.00	
Compensation adjustments benefits			1,469.00	
Legislative mandated retirement rate increase			2,433.00	
Insurance rates			2,609.00	
Office Assistant II (Business License) from Administrative Services			6,002.00	
				<b>113,650.00</b>
Materials and Supplies		16,905.00		
Miscellaneous annualized adjustments / categorization			-1,855.00	
				<b>15,050.00</b>
Charges for Services		16,816.00		
Miscellaneous annualized adjustments / categorization			1,484.00	
				<b>18,300.00</b>
Capital Outlay		1,569.00		
Miscellaneous annualized adjustments / categorization			-1,569.00	
<b>Total Planning</b>	<b>5.17</b>	<b>367,600.00</b>	<b>53,320.00</b>	<b>420,920.00</b>



CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**PLANNING AND ZONING**

**EXPENDITURE DETAIL BY MAJOR CATEGORY**

PLANNING AND ZONING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
SALARIES, WAGES, AND BENEFITS				
Salaries and Wages (100)				
Elected and Exempt Salaries	66,912	70,156	84,739	1.7% COLA, 1.3% General percentage increase.
Permanent and Provisional Compensation	129,514	126,925	172,730	1.7% COLA, 1.3% General percentage increase and Business Licensing process moved from Administrative Services
Part Time and Seasonal Overtime Pay	11,635	12,110	12,473	
Compensated Absences	77			
PTO Future Funded Liability	22,705	20,000		
Allowance for Discretionary Compensation	-188	2,869	3,978	New estimate yearly
	1,000	1,100		No one-time increases
Total Salaries and Wages	231,655	233,160	273,920	
Employer Paid Benefits (200)				
Health Insurance Premiums	48,173	41,413	43,718	Premium rate increase of 12% and employee participation moved from 10% to 15% on QHDH Plan (HSA) or approx. 20% on Traditional Plan of premiums.
Life, AD&D Premiums	455	615	810	Compensation changes
Sec. 125 Flex Plan Costs	138	50	60	Compensation changes
LTD Premiums	1,171	1,383	1,620	Compensation changes
STD Premiums	540	550	540	Compensation changes
Dental Insurance Premiums	2,389	2,229	2,919	Premium rate increase of 2.88% and compensation changes
EAP-Employee Assistance Program Premiums	200	200	426	Compensation changes
Medicare (FICA)	3,298	3,343	3,915	Compensation changes
Retirement / Pension Contribution	28,487	32,574	40,725	Compensation changes and rate increase of 7.79%
Social Security (FICA) Substitute (401K / 457)	14,585	14,293	16,737	Compensation changes
Workers Compensation Insurance	2,123	2,500	2,180	Rate change and compensation changes
Allowance for Discretionary Compensation				
Total Employee Paid Benefits	101,559	99,150	113,650	
TOTAL SALARIES, WAGES, AND BENEFITS	333,214	332,310	387,570	
Professional and Technical Services (300)				
Contracted Services - Inspection and Permitting	116,393			all engineering services budget moved to ced engineering division
Contracted Services - Engineering	115,082			
Total Professional and Technical Services	231,475			
Other Purchased Services (500)				
Insurance	1,800	2,800	1,800	
Travel / Training / Seminars	3,876	5,000	6,000	
Public Notices	275	8,516	10,000	
Other Purchased Services	143	500	500	
Total Other Purchased Services	6,094	16,816	18,300	

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**PLANNING AND ZONING**

**EXPENDITURE DETAIL BY MAJOR CATEGORY (cont'd)**

PLANNING AND ZONING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>General Expenses and Supplies (600)</b>				
Meals and Refreshments	396	304	500	
General Office Supplies	89	400	2,000	
Computer Software , \$10,000	1,353	2,780	1,700	
Subscriptions and Memberships	10,533	12,011	7,550	
Gasoline, Diesel, Oil and Grease	230	250	700	
Other General Expenses and Supplies	165	1,160	2,600	
Total General Expenses and Supplies	12,765	16,905	15,050	
<b>Capital Outlay (700)</b>				
Office Furnishings and Fixtures		1,569		
Total Capital Outlay		1,569		
<b>TOTAL OPERATING EXPENSES</b>	250,334	35,290	33,350	
<b>TOTAL EXPENDITURES</b>	583,548	367,600	420,920	
<b>Other Uses</b>				
Debt Service / Lease Expenses				
Interfund Transfers				
Total Other Uses				
<b>TOTAL OTHER USES</b>				
<b>TOTAL EXPENDITURES AND OTHER USES</b>	\$ 583,548	\$ 367,600	\$ 420,920	



# **ECONOMIC DEVELOPMENT**



**PLANNING PERIOD: FY2011-12 THROUGH FY2015-16**  
**FISCAL BUDGET PLANNING YEAR: FY2013-14**

<b>FUND:</b>	General Fund	<b>COST CENTER NUMBER</b>	11-4610
<b>DEPARTMENT:</b>	Community & Economic Development	<b>FULL TIME EQUIVALENT</b>	0.63
<b>SUB DEPARTMENT</b>	Economic Development	<b>BUDGET: FY2013 Adopted</b>	47,633.00
		<b>FY2013 Amended</b>	47,633.00
		<b>FY2014 Budget</b>	47,000.00
<b>DIVISION</b>	Economic Development	<b>DIRECTOR: Brian Berndt-CED Director</b>	

**AUTHORITY:** Created by City Policy

**PURPOSE**

The purpose of the Economic Development Division is to promote local economic development, utilizing among other things, a contract with the Economic Development Corporation of Utah.

**PURPOSE STATEMENTS**

The City contracts with the Economic Development Corporation of Utah (EDCU) to assist in economic development efforts within the City. The City will identify certain target industries to relocate to the city. Economic development will work to establish retention strategies to retain existing businesses already in the city.

The Business licensing Office (.63 FTE):

- Collects all license fees and issues all licenses in the name of the city to all qualified persons
- Promulgates, enforces, and supervises the enforcement of all reasonable rules and regulations necessary to the operation of the business licensing functions
- Adopts all forms and prescribes the information to be given therein as to character and other relevant matters
- Requires applicants to submit any affidavits necessary and proper in the licensing process.
- Organizes and maintains accurate and complete files on applications and licenses

**FIVE YEAR BUSINESS PLAN GOALS**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Create a Strategic Economic Development and Redevelopment Plan. (City Goal 2011-5)	1. Work with Economic Development Corp of Utah to augment plans for economic development	Contract with EDCU completed	Implement Economic Development Plan and Capitalize all of EDCU's resources to further economic development in CH Ongoing	Implement Economic Development Plan and Capitalize all of EDCU's resources to further economic development in CH	Continue to capitalize all of EDCU's resources to further economic development in CH	Continue to capitalize all of EDCU's resources to further economic development in CH

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ECONOMIC DEVELOPMENT**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Target</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Economic Development Program	1. Target key industries and companies for possible relocation and/or expansion in the city. Additionally, we will be progressive in the retention of our existing businesses	N/A	Target business recruitment & business retention programs that complement and sustain the Council's goals and work toward a diversified economy of businesses ----- <i>Ongoing</i>	Target business recruitment & business retention programs that complement and sustain the Council's goals and work toward a diversified economy of businesses	Review needs of potential businesses to locate to the city or remain in the city	Continue to review needs of potential businesses to locate to the city or remain in the city
	2. Create business development program and marketing campaign <b>Economic Development:</b> Responsible for job creation, revenue enhancements, quality of life enhancements, and general economic research <b>Market Development:</b> Responsible for the City's destination development program, including support of signature events, development of destination attractions, visitor marketing, and regional interest related research <b>Redevelopment:</b> Responsible for enhancing the mature areas of the community, with particular focus on Ft. Union Blvd. corridor, and other identified areas <b>Business Services:</b> Responsible for the retention and expansion of existing businesses in the community, with particular focus on small businesses	N/A	N/A	Establish street banner program of business support --- ___ banners posted	Continue to add banners and utilize existing banners --- ___banners posted	Continue to add banners and utilize existing banners --- ___banners posted

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ECONOMIC DEVELOPMENT**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Target</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Economic Development Program (cont'd)	3. Create business retention program			Establish business retention plan	Review business retention program and make improvement if needed	Review business retention program and make improvement if needed
Recognize the importance of a strong and vibrant business community (Citywide Goal 7)	1. Seek ways to support Cottonwood Heights' businesses and diminishing red tape for businesses to thrive in our community	N.A.	Strengthen communication with the business community:  Produce a community profile of community information and characteristics  Create a Demographic and statistical profile  Completed 6/2013	Streamline business development process to allow businesses to construct and open faster	Perform yearly review of development processes	Perform yearly review of development processes
Implement programs designed to enhance customer loyalty and satisfaction. (City Goal 2011-1)	1. Complete business licensing application process in a timely manner	N.A.	N.A.	Complete business licensing application process within 10 working days 90% of the time	Complete business licensing application process within 10 working days 90% of the time	Complete business licensing application process within 10 working days 90% of the time

**WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS**

<b>Workload Indicators</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Estimate</b>	<b>FY2015-2016 Estimate</b>
# of Businesses (New)	167	154	150	NA	NA
Square Footage of <b>New</b> Commercial Space	-0-	4200	75,000	-0-	-0-
Square Footage of <b>New</b> Office Space	232,000	0	325,000	-0-	-0-
Total Square Footage of Office Space	2,285,842	2,285,842	2,610,842	2,610,842	2,610,842

**FY2012-13 MAJOR ACCOMPLISHMENTS**

- Created business development program
- Created economic development banner program
- Created business outreach program
- Updated/created City demographic information
- Revised Business License process and rate schedule

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ECONOMIC DEVELOPMENT**

- Streamlined business licensing process
- Created business spotlight program in city web site

**FY2013-14 DEPARTMENT SERVICE LEVEL ADJUSTMENTS**

- Implement Business Owners / Development program-\$20,000
- Implement Economic Development banner program-\$10,000
- Implement School Outreach program-\$2,000

**FIVE YEAR LOOK AHEAD**

Update City General Plan to incorporate elements of the Economic Development Strategic Plan

**SUMMARY OF KEY CHANGES**

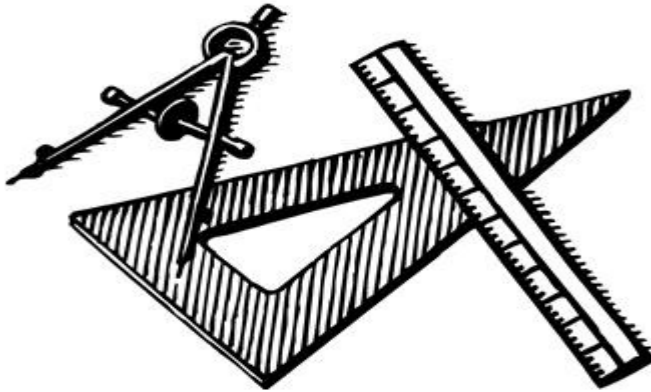
Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
<b>Economic Development</b>				
Materials and Supplies				
Miscellaneous annualized adjustments / categorization			10,000.00	
				<b>10,000.00</b>
Charges for Services		27,633.00		
Miscellaneous annualized adjustments / categorization			-20,633.00	
Banner program			10,000.00	
Business owner program			20,000.00	
				<b>37,000.00</b>
<b>Total Economic Development</b>		<b>27,633.00</b>	<b>19,367.00</b>	<b>47,000.00</b>

**EXPENDITURE DETAIL BY MAJOR CATEGORY**

ECONOMIC DEVELOPMENT BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>OPERATING EXPENSES</b>				
<b>Professional and Technical Services (300)</b>				
Consulting / Administrative Support Services	29,350	27,633	27,000	
Total Professional and Technical Services	29,350	27,633	27,000	
<b>Other Purchased Services (500)</b>				
Contracted Printing			10,000	Economic Development Banners
Total Other Purchased Services			10,000	
<b>General Expenses and Supplies (600)</b>				
Subscriptions and Memberships			10,000	EDCU dues
Total General Expenses and Supplies			10,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>29,350</b>	<b>27,633</b>	<b>47,000</b>	
<b>TOTAL EXPENDITURES</b>	<b>29,350</b>	<b>27,633</b>	<b>47,000</b>	
<b>Other Uses</b>				
Total Other Uses				
<b>TOTAL OTHER USES</b>				
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$ 29,350</b>	<b>\$ 27,633</b>	<b>\$ 47,000</b>	







## City Engineering

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ENGINEERING**

<b>FUND:</b>	General Fund	<b>COST CENTER NUMBER</b>	11-4609
<b>DEPARTMENT:</b>	Community & Economic Development	<b>FULL TIME EQUIVALENT</b>	0.00
<b>SUB DEPARTMENT</b>	Community Development	<b>BUDGET: FY2013 Adopted</b>	400,000.00
		<b>FY2013 Amended</b>	400,000.00
		<b>FY2014 Budget</b>	435,000.00
<b>DIVISION</b>	Engineering & Building	<b>DIRECTOR: Brian Berndt-CED Director</b>	

**AUTHORITY:** COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.020: Engineering is a division of the Department of Community and Economic Development. It includes the programs of the City Engineer and the City Building Official.

### PURPOSE

The purpose of the Engineering Division is to.

Performs and/or supervise the performance of all engineering services in connection with building and other real property development, public works, and capital improvements and for building services in connection with building and other real property development.

### PURPOSE STATEMENTS

The City contracts with the engineering firm of Gilson Engineering, Inc. to provide engineering services in connection with building and other real property development, public works, and capital improvements.

Specifically, the scope of services includes development review, bond calculations and inspection, site inspection, geology, administrative services (correspondence and record keeping for excavating permits, bonding, bond administration, site inspection dispatch, issuance of road cut permits, and other miscellaneous city activities as assigned by the city), transportation, roadway planning and design, drainage planning and design, storm water quality management, and emergencies (cooperate with city's efforts to issue on an expedited basis emergency permits occasioned by disasters such as earthquakes and fires), barricade, material testing, surveying, addressing, reporting, advice and consultation, and public meetings.

The City contracts with the engineering firm of Sunrise Engineering, Inc. to provide building services in connection with building and other real property development.

Specifically, the scope of services includes plan examination, building inspection, building services coordination, issuance of compliance and stop work orders, fire, health department and local utilities coordination, resource to city and its boards and committees with respect to building services, public meetings, and miscellaneous building services as requested to review business license applications for verification that the use is appropriate to the type

**FIVE YEAR BUSINESS PLAN GOALS**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Continue development of programs to maximize the beneficial impact of capital improvements and open space, parks, trails, and beautification projects. <i>(City Goal 2011-3)</i>	1. Prioritize completion of Union Park landscape median and beautification project	N.A.	N.A.	Complete by 6/30/2014	N/A	N/A
Implement programs designed to enhance customer loyalty and satisfaction. <i>(City Goal 2011-1)</i>	1. Application and Plan review	N.A.	N.A.	Complete 100% of plan reviews as follows:  1 <sup>st</sup> building plan review within 10 working days (first review) 90% of the time & subsequent reviews within 10 working days	1 <sup>st</sup> building plan review Will be completed within 10 working days 90% of the time	1 <sup>st</sup> building plan review Will be completed within 10 working days 90% of the time
		N.A.	N.A.	Building inspections will be conducted within 24 hours of being scheduled 90% of the time	Building inspections will be conducted within 24 hours of being scheduled 90% of the time	Building inspections will be conducted within 24 hours of being scheduled 90% of the time
		N.A.	N.A.	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ENGINEERING**

	<b>Measures</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Target</b>	<b>FY2015-2016 Target</b>
Development of programs and plans to maximize the beneficial impact of planning. (cont'd) (2012 - 2014 Citywide Goal 5)	4. Implement requirements of the Federal Clean Water act.	Perform standard tests and map storm water catch systems and document utilizing visual contact with camera. ----- Standard tests performed and storm water catch systems mapped and documented utilizing visual contact with camera & Feasibility study completed to determine possible funding scenarios to become compliant with Federal regulations	Revise storm water study for compliance plan to National Pollution Discharge Elimination System (NPDES) ----- Completed	Under the guidance of the city engineer develop by December 31, 2013 objectives and goals to comply with the requirements of the act and to identify methods to fund said objectives and goals	N.A	N.A
Implement programs designed to enhance customer loyalty and satisfaction. (cont'd) (City Goal 2011-1)	1. Application and Plan review (cont'd)	N.A.	N.A.	Engineering inspections will be completed within 2 working days 90% of the time	Engineering inspections will be completed within 2 working days 90% of the time	Engineering inspections will be completed within 2 working days 90% of the time

**WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS**

<b>Workload Indicators</b>	<b>FY2011-2012 Actual</b>	<b>FY2012-2013 Actual</b>	<b>FY2013-2014 Budget</b>	<b>FY2014-2015 Estimate</b>	<b>FY2015-2016 Estimate</b>
Number of Road Cut Permits Issued and Inspected	<b>428</b>	<b>400</b>	<b>450</b>	<b>450</b>	<b>450</b>
Residential Permits Issued	<b>288</b>	<b>307</b>	<b>305</b>	<b>300</b>	<b>300</b>
Commercial Permits Issued	<b>94</b>	<b>101</b>	<b>90</b>	<b>85</b>	<b>85</b>
Total number of Inspections	<b>1149</b>	<b>1102</b>	<b>1200</b>	<b>1200</b>	<b>1200</b>

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT  
**ENGINEERING**

**SUMMARY OF KEY CHANGES**

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
<b>Engineering</b>		400,000.00		
Miscellaneous annualized adjustments / categorization			35,000.00	
				<b>435,000.00</b>
<b>Total Engineering</b>		<b>400,000.00</b>	<b>35,000.00</b>	<b>435,000.00</b>

**EXPENDITURE DETAIL BY MAJOR CATEGORY**

ENGINEERING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>Professional and Technical Services (300)</b>				
Engineering inspection and permitting		150,000	150,000	
Engineering Services-contracted		250,000	285,000	Estimated increase
<b>Total Professional and Technical Services</b>		400,000	435,000	
<b>TOTAL OPERATING EXPENSES</b>		400,000	435,000	
<b>TOTAL EXPENDITURES</b>		400,000	435,000	
<b>TOTAL EXPENDITURES AND OTHER USES</b>	\$ -	\$400,000	\$435,000	





***DEBT SERVICE, LEASE  
EXPENSE, OTHER AND  
TRANSFERS***





*Transfers to Support Capital Improvements*

**DEBT SERVICE / LEASE EXPENSE / TRANSFERS & OTHER USES**

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
DEBT SERVICE AND TRANSFERS  
**DEBT SERVICE / LEASE EXPENSE AND TRANSFERS**

**SUMMARY OF KEY CHANGES**  
**DEBT SERVICES**

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
<b>LEASE EXPENSE</b>	<b>0.00</b>			
<b>Interest and Principal</b>				
Debt Service Principal Payments		1,453,068.38		
Debt service			4,984.62	
Police vehicle lease			-1,131,130.00	
				326,923.00
<b>TOTAL INTEREST AND PRINCIPAL</b>	<b>0.00</b>	<b>1,453,068.38</b>	<b>-1,126,145.38</b>	<b>326,923.00</b>
<b>TOTAL LEASE EXPENSE</b>		<b>1,453,068.38</b>	<b>-1,126,145.38</b>	<b>326,923.00</b>

**EXPENDITURE DETAIL BY MAJOR CATEGORY**  
**DEBT SERVICES**

DEBT SERVICE BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>OPERATING EXPENSES</b>				
<b>TOTAL OPERATING EXPENSES</b>				
<b>TOTAL EXPENDITURES</b>				
<b>OTHER USES</b>				
<b>Debt Services (800)</b>				
Debt Service Principal Payments	226,586	326,922	308,186	
Debt Service Interest Payments	18,197	-4,932	18,737	
Total Other Uses	244,783	321,990	326,923	
<b>TOTAL OTHER USES</b>	244,783	321,990	326,923	
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$ 244,783</b>	<b>\$ 321,990</b>	<b>\$ 326,923</b>	

**EXPENDITURE DETAIL BY MAJOR CATEGORY**  
**DEBT SERVICES**

LEASES BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>OPERATING EXPENSES</b>				
<b>TOTAL OPERATING EXPENSES</b>				
<b>TOTAL EXPENDITURES</b>				
<b>OTHER USES</b>				
<b>Leases (700)</b>				
Police Vehicle Lease		1,131,078		No lease proceeds
Total Other Uses		1,131,078		
<b>TOTAL OTHER USES</b>		1,131,078		
<b>TOTAL EXPENDITURES AND OTHER USES</b>		<b>\$1,131,078</b>	<b>\$ -</b>	

**SUMMARY OF KEY CHANGES**  
**TRANSFERS AND OTHER USES**

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
<b>INTERGOVERNMENTAL EXPENDITURES</b>	0.00			
<b>Transfers</b>				
Transfers to Capital Improvements Fund		859,989.00		
Class C fund balance transfer			-112,353.00	
General fund transfer			147,364.00	
				895,000.00
<b>TOTAL TRANSFERS TO CAPITAL IMPROVMENTS FUND</b>	<b>0.00</b>	<b>859,989.00</b>	<b>35,011.00</b>	<b>895,000.00</b>
<b>Total Transfers to Capital Improvements Fund</b>	<b>0.00</b>	<b>859,989.00</b>	<b>35,011.00</b>	<b>895,000.00</b>

**EXPENDITURE DETAIL BY MAJOR CATEGORY**  
**TRANSFERS AND OTHER USES**

TRANSFERS AND OTHER USES BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
<b>OPERATING EXPENSES</b>				
<b>TOTAL OPERATING EXPENSES</b>				
<b>TOTAL EXPENDITURES</b>				
<b>OTHER USES</b>				
<b>Transfers and Other Uses (900)</b>				
General Fund Transfer to Capital Improvement Fund	1,652,392	702,636	850,000	
Class C Roads Transfers to Cap. Improvement Fund	78,355	112,353		
Impact Fees Transfer to Capital Improvement Fund		45,000	45,000	
Total Other Uses	1,730,747	859,989	895,000	
<b>TOTAL OTHER USES</b>	<b>1,730,747</b>	<b>859,989</b>	<b>895,000</b>	
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>1,730,747.00</b>	<b>859,989.00</b>	<b>895,000.00</b>	



***CAPITAL IMPROVMENT  
PROJECTS FUND***



CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

CAPITAL IMPROVEMENT PROJECTS FUND  
**CAPITAL PROJECTS**

**COTTONWOOD HEIGHTS**  
**Capital Projects Fund**

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
<b>REVENUES</b>						
State Government Grants	0	0	0	200,000	0	-100.00%
Federal Government Grants	145,800	0	0	0	0	0.00%
Impact Fees	0	25,185	0	0	0	0.00%
Interest Revenues	34,473	28,092	35,000	35,000	35,000	0.00%
<b>TOTAL REVENUES</b>	<b>180,273</b>	<b>53,277</b>	<b>35,000</b>	<b>235,000</b>	<b>35,000</b>	<b>-85.11%</b>
<b>OTHER FINANCING SOURCES</b>						
Transfers from General Fund						
Class C Road	0	78,355	0	112,353	0	-100.00%
Impact Fees - Storm Water	0	0	0	25,000	25,000	0.00%
Impact Fees - Transportation	0	0	0	20,000	20,000	0.00%
General Fund Other	669,459	1,652,392	802,392	1,328,070	850,000	-36.00%
Unreserved Fund Balance:						
City Center/Parks	5,461,568	2,294,711	2,294,711	3,071,688	1,796,767	33.86%
Other Unreserved Fund Balance	1,777,214	3,504,797	980,310	840,284	1,857,055	-14.28%
<b>TOTAL OTHER SOURCES AVAILABLE</b>	<b>7,908,241</b>	<b>7,530,255</b>	<b>4,077,413</b>	<b>5,397,395</b>	<b>4,548,822</b>	<b>32.37%</b>
<b>TOTAL REVENUE/OTHER SOURCES</b>	<b>8,088,514</b>	<b>7,583,532</b>	<b>4,112,413</b>	<b>5,632,395</b>	<b>4,583,822</b>	<b>36.96%</b>
<b>EXPENDITURES</b>						
Pavement Maintenance	461,971	481,536	300,000	339,856	434,000	27.70%
ADA Ramps	35,162	42,023	67,348	38,500	65,000	68.83%
FT Union Level Course	362,509	0	0	0	0	0.00%
Intersection Improvements	32,933	46,481	28,193	37,656	0	-100.00%
Infrastructure Mapping	0	0	0	0	0	0.00%
Bus Bench Installation	0	0	0	0	0	0.00%
Traffic Calming	16,969	10,449	97,256	0	54,000	100.00%
Timberline Trailhead	400	0	0	0	0	0.00%
Storm Drain Improvements	49,567	0	0	25,000	25,000	0.00%
Caballero Storm Drain	0	0	0	0	0	0.00%
Reindeer Storm Drain	1,800	0	0	0	0	0.00%
Cross Gutter Replacement	32,683	39,268	38,000	38,299	42,000	9.66%
Big Cottonwood Canyon Trail	120,293	75,224	386,831	386,831	196,000	-49.33%
Parks, Trail and Open Space	0	0	0	0	0	0.00%
Traffic Signal Upgrades	21,280	22,669	30,000	0	0	0.00%
Street Lighting Program	24,894	3,876	161,345	0	0	0.00%
Bridge Rehabilitation	0	0	0	0	0	0.00%
Danish Road Project	4,124	14,623	146,571	49,204	0	-100.00%
Transportation Plan Update	0	0	0	0	0	0.00%
Storm Water Plan Update	20,215	0	0	0	0	0.00%
FT Union Timing Study	0	0	0	0	0	0.00%
Storm Drain Cleaning & Maintenance	0	0	0	0	0	0.00%
Park Improvements	0	0	0	0	0	0.00%
Sidewalk Replacement	47,817	58,536	50,000	50,000	50,000	0.00%
3000 East Reconstruction	0	0	0	0	0	0.00%
EECBG Milne Dr/Danville/Deer	3,577	4,200	0	0	0	0.00%
Cr/Timberline Lighting	0	0	0	0	0	0.00%
Clean Vehicle Fuel	0	0	0	0	0	0.00%
Street Sign Upgrades	(126)	0	0	0	0	0.00%
Union Park Gateway Study	0	0	0	5,075	0	-100.00%
Highland Drive Landscaping	48,415	38	0	0	0	0.00%
Old Mill Pond Wall (Fence)	49,155	0	0	0	0	0.00%
Public Works Site	337,157	13,039	30,000	0	877,605	100.00%

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

CAPITAL IMPROVEMENT PROJECTS FUND  
**CAPITAL PROJECTS**

**COTTONWOOD HEIGHTS**  
**Capital Projects Fund**

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
Safe Routes to School	7,640	0	34,393	0	0	0.00%
Prospector Trailhead	29,951	347	0	0	0	0.00%
Brighton Way Storm Drain	1,725	0	0	0	0	0.00%
Deville Dr. Storm Drain	13,408	0	0	0	0	0.00%
Butler Hills Storm Drain	27,606	0	0	0	0	0.00%
East Jordan Canal	15,030	61	0	0	0	0.00%
Traffic Calming-Rolling Knolls Area	20,224	4,388	0	24,575	0	-100.00%
7200 S. Sidewalk	1,313	0	66,000	40,000	0	-100.00%
Hazard Mitigation	0	0	0	75,000	0	-100.00%
2300 E. Storm Drain	710	187,925	0	390	0	-100.00%
EECBG Bouchelle Lighting	12,323	0	0	0	0	0.00%
EECBG Staker Way Lighting	0	0	0	0	0	0.00%
EECBG Park Centre Dr Lighting	137,895	42,295	0	0	0	0.00%
EECBG 1300 E. Lighting	4,053	21,234	0	0	0	0.00%
Water Vista/Little Cottonwood St Drain	0	20,829	0	0	0	0.00%
Miscellaneous Small Projects	20,135	80,293	189,022	44,235	85,000	92.16%
Mountview Park	5,925	2,479,939	0	102,104	0	-100.00%
2325 E. Traffic Calming	0	0	0	20,148	0	-100.00%
1700 E.Reconstruction	0	0	0	180,500	0	-100.00%
Union Park Landscaping/Access Mgmt	0	0	0	200,000	135,400	-32.30%
Pine Knot Dr. Storm Drain	0	0	0	69,000	0	-100.00%
Heughs Canyon Storm Drain	0	0	0	11,400	0	-100.00%
Butler Middle School Auditorium	0	0	0	138,500	500,000	261.01%
Golden Hills Park Improvements	0	0	0	0	15,000	100.00%
Traffic Adaptive Control	0	0	0	0	139,050	100.00%
Pippen Drive Storm Drain Improvements	0	0	0	0	184,000	100.00%
Special Neighborhood Issues Project	0	18,097	142,743	0	0	0.00%
Comprehensive CIP Sustainability Plan	0	0	50,000	0	0	0.00%
City Center and Parks Development	320,276	4,191	2,294,711	4,500	1,781,767	39494.82%
<b>TOTAL EXPENDITURES</b>	<b>2,289,006</b>	<b>3,671,561</b>	<b>4,112,413</b>	<b>1,880,773</b>	<b>4,583,822</b>	<b>143.72%</b>
<b>Excess of Revenue and Other Funding</b>						
<b>Sources over/(under) Expenditures and</b>						
<b>Other Uses</b>	<b>5,799,509</b>	<b>3,911,972</b>	<b>0</b>	<b>3,751,622</b>	<b>0</b>	

**COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM**  
**Project Descriptions and Operating Fund Impact**  
**Fiscal Year 2013-14**

<b>Project</b>	<b>Project Description</b>	<b>FY13-14 Budget (in dollars)</b>	<b>Operating Budget Impact</b>
1 Pavement Management	This ongoing program will construct major overlay or new construction on city owned roadways and includes the associated engineering costs.	\$ 434,000	Projects will be completed with existing resources (SL County Contract) and will not impact the operating budget.
2 ADA Ramps	This ongoing program will construct American with Disabilities Act (ADA) pedestrian ramps throughout the city and includes the associated engineering costs.	65,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Because the projects completed will repair possible trip and fall hazards, the expenditure of funds could possible save future litigation or personal injury medical costs reimbursement. It is not possible to measure this potential cost.
3 Traffic Calming	This ongoing program will complete various traffic calming devices and methods at various locations throughout the city and includes the associated engineering costs.	54,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
4 Storm Drains	This ongoing program will complete added capacity to the city's storm water distribution system that is in compliance with the impact fee program of funding.	25,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
5 Cross Gutter Replacement	This ongoing program will complete various new and upgraded or replaced gutter improvements across roadways and includes the associated engineering costs.	42,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
6 Big Cottonwood Trail East Pedestrian Ramp	This project will complete a pedestrian ramp that extends east of where the trail terminates under Wasatch Blvd.	196,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.

**COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM**  
**Project Descriptions and Operating Fund Impact**  
**Fiscal Year 2013-14**  
**(Continued)**

<b>Project</b>	<b>Project Description</b>	<b>FY13-14 Budget (in dollars)</b>	<b>Operating Budget Impact</b>
7 Sidewalk Replacement Program	This ongoing program will repair sidewalks, and drive approaches of residents throughout the city. Residents pay for 50% of the total cost of their project. The city will contribute up to \$1,000 per lot.	50,000	This project will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Because the projects completed will repair possible trip and fall hazards, the expenditure of funds could possible save future litigation or personal injury medical costs reimbursement. It is not possible to measure this potential cost.
8 City Center and Parks	This ongoing program will fund part of the construction of a city hall and will develop city owned parks.	1,796,767	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Future utility costs should approximate the costs currently paid through the city hall lease agreement.
9 Public Works Site	This project will purchase land and develop a site for public works related storage of vehicles, salt, and equipment.	877,605	Projects will be completed using contracted labor. There is lighting and power requirements which increase this line item budget. It is not currently known what the dollar impact is of this future cost.
10 Butler Middle School Auditorium	This project will pay the balance due for additional costs associated with a negotiated agreement with Canyon's School District to enlarge the size of the Butler Middle School Auditorium that can be used for public meetings and events.	500,000	Projects will be completed using contracted labor. The only future cost will be janitorial costs associated with clean-up of an event or after a public meeting.

**COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM**  
**Project Descriptions and Operating Fund Impact**  
**Fiscal Year 2013-14**  
**(Continued)**

<b>Project</b>	<b>Project Description</b>	<b>FY13-14 Budget (in dollars)</b>	<b>Operating Budget Impact</b>
11 Ft. Union at Union Park & Ft. Union at Highland Drive Intersection Improvements	This project will widen/add turning lanes and will make other general improvements to these intersections. This is partial funding for the project.	135,400	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
12 Traffic Adaptive Controls	As part of the statewide program to implement an advanced, state of the art traffic adaptive control system, the city will perform a hardware needs analysis and determine the amount of infrastructure that is needed to support the Union Park area that serves regional traffic for Salt Lake County. This is only the city share.	139,050	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
13 Storm Drain-Pippen Drive	This project will construct storm drain improvements in an area that currently does not have any sidewalks in the project area.	184,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
14 Miscellaneous Small Project Program	This program will construct small scale projects that buy definition, are capital improvement projects.	85,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS BUDGET</b>		<b>\$ 4,583,822</b>	

# ***EMPLOYEE BENEFIT FUND***

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
EMPLOYEE BENEFITS INTERNAL SERVICE FUND  
**EMPLOYEE BENEFITS PROGRAM**

**COTTONWOOD HEIGHTS**  
**Employee Benefits Fund (an Internal Service Fund)**

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
<b>REVENUE AND OTHER SOURCES</b>						
Charges for Employee Benefits	59,112	16,472	104,371	104,371	104,371	0.00%
Interest Revenue	912	1,625	900	900	900	0.00%
Total Revenue	60,024	18,097	105,271	105,271	105,271	0.00%
Beginning Balance to Appropriate	171,215	231,239	231,239	249,335	249,335	0.00%
<b>TOTAL REVENUE &amp; OTHER SOURCES</b>	<b>231,239</b>	<b>249,336</b>	<b>336,510</b>	<b>354,606</b>	<b>354,606</b>	<b>0.00%</b>
<b>EXPENSES AND OTHER USES</b>						
Employee Benefits	60,024	18,097	105,271	105,271	105,271	0.00%
Total Expense	60,024	18,097	105,271	105,271	105,271	0.00%
PTO Accrual-Future Liab. Carryover	171,215	231,239	231,239	249,335	249,335	0.00%
<b>TOTAL EXPENSES &amp; OTHER USES</b>	<b>231,239</b>	<b>249,336</b>	<b>336,510</b>	<b>354,606</b>	<b>354,606</b>	<b>0.00%</b>
<b>NET ASSETS</b>						
<i>Net Assets Beginning</i>	<b>171,215</b>	<b>231,239</b>	<b>249,335</b>	<b>354,606</b>	<b>459,877</b>	29.69%
<i>Net Assets Ending</i>	<b>231,239</b>	<b>249,336</b>	<b>354,606</b>	<b>459,877</b>	<b>565,148</b>	22.89%
Expected Current Year-end Liability Balance	231,239	249,336	354,606	459,877	565,148	22.89%



# **STAFFING DOCUMENT**

**POSITIONS BY DEPARTMENT AND EXPLANATION OF CHANGES**

Position Titles	2009-10	2010-11	2011-12	2012-13	2013-14	Changes from FY 2012-13 to FY 2013-14
<b>GENERAL GOVERNMENT DEPARTMENT</b>						
<b>Mayor and City Council 4111</b>						
Mayor	1.00	1.00	1.00	1.00	1.00	
City Council Member	4.00	4.00	4.00	4.00	4.00	
<b>Mayor and City Council Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
<b>City Manager 4131</b>						
City Manager	1.00	1.00	1.00	1.00	1.00	
Deputy City Manager	1.00	0.00	0.00	0.00	0.00	
Public Relations Specialist	0.00	.75	1.00	1.00	0.00	1.00 position moved to Administrative Services
Information Systems Technician II	0.00	0.50	.75	1.00	1.00	
Emergency Mgmt. Admin. Assistant	0.00	0.00	.50	.50	.50	
Admin Assistant for Public Relations	.50	0.00	0.00	0.00	0.00	
Reception/Customer Service Rep.	0.00	0.00	0.00	0.00	0.00	
Volunteer Service Coordinator	0.00	0.00	0.00	0.00	0.00	
<b>City Manager Total</b>	<b>2.50</b>	<b>2.25</b>	<b>3.25</b>	<b>3.50</b>	<b>2.50</b>	
<b>Finance 4141</b>						
Finance Director and Budget Officer	1.00	1.00	1.00	1.00	1.00	
Treasury and Financial Reporting Manager	0.00	1.00	1.00	1.00	1.00	
Accounting Manager	0.00	1.00	1.00	1.00	1.00	
Accountant	.50	0.00	0.00	0.00	0.00	
Accounting Technician	.75	0.00	0.00	0.00	0.00	
Customer Service Rep	0.00	0.00	0.00	0.00	0.00	
Treasurer's Assistant	0.00	0.00	0.00	0.00	0.00	
Information Systems Specialist	0.00	0.00	0.00	0.00	0.00	
<b>Finance Total</b>	<b>2.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>City Treasurer 4143</b>						
City Treasurer/Budget Officer	.63	0.00	0.00	0.00	0.00	
<b>City Treasurer Total</b>	<b>.63</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Administrative Services 4144</b>						
Deputy City Manager/Director of Administrative Services	0.00	0.00	0.00	0.00	1.00	1.00 position moved from Director of Administrative Services/City Recorder
Admin Services Director/City Recorder	1.00	1.00	1.00	1.00	0.00	1.00 position moved to Deputy City Manager/Director of Administrative Services
City Recorder	0.00	0.00	0.00	0.00	1.00	1.00 position moved from Deputy City Recorder and Business License Coordinator
Public Relations Specialist	0.00	0.00	0.00	0.00	1.00	1.00 position moved from City Manager
Deputy City Recorder and Business License Coordinator	0.00	1.00	1.00	1.00	0.00	1.00 position moved to City Recorder
Reception/Customer Service Rep.	1.14	0.00	0.00	0.00	0.00	
Human Resource Generalist	1.00	0.00	0.00	0.00	0.00	
Benefits Coordinator	0.00	.50	.50	.63	.60	Moved to 25 hrs. per week
Office Assistant II	0.00	.50	.50	.63	0.00	.63 position moved to CED
Office Assistant I	0.00	1.00	1.00	1.00	1.25	2 part-time from 1 full-time
Web Technician	.50	0.00	0.00	0.00	0.00	
Events Coordinator	.50	.48	.48	.50	.50	

Position Titles	2009-10	2010-11	2011-12	2012-13	2013-14	Changes from FY 2012-13 to FY 2013-14
<b>Administrative Services 4144 (cont'd)</b>						
Office Technician	0.00	.38	.38	.38	.38	
<b>Administrative Services Total</b>	<b>4.14</b>	<b>4.86</b>	<b>4.86</b>	<b>5.14</b>	<b>5.73</b>	
<b>Business Licensing 4615</b>						
Business Licensing Coordinator	1.00	0.00	0.00	0.00	0.00	
<b>Business Licensing Total</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>TOTAL GENERAL GOVERNMENT DEPT</b>	<b>15.52</b>	<b>15.11</b>	<b>16.11</b>	<b>16.64</b>	<b>16.23</b>	

**COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**

<b>Planning and Zoning 4611</b>						
Director of Community & Economic Development and Planning Director	1.00	1.00	1.00	1.00	1.00	
Associate Planner	1.00	1.00	1.00	1.00	2.00	1.00 moved from Planning Technician
GIS Specialist	1.00	1.00	1.00	1.00	1.00	
Office Assistant II (Business License)	0.00	0.00	0.00	0.00	.63	.63 position moved from Administrative Services
Planning Intern	.15	0.00	0.44	0.44	0.44	
Planning Technician	0.00	1.00	1.00	1.00	0.00	1.00 moved to Associate Planner
GIS Intern	0.00	0.00	.10	.10	.10	
<b>Planning and Zoning Total</b>	<b>3.15</b>	<b>4.00</b>	<b>4.54</b>	<b>4.54</b>	<b>5.17</b>	
<b>TOTAL COMMUNITY &amp; ECON DEV DEPT</b>	<b>3.15</b>	<b>4.00</b>	<b>4.54</b>	<b>4.54</b>	<b>5.17</b>	

**PUBLIC WORKS DEPARTMENT**

<b>Public Works 4410</b>						
Public Works Director	0.00	1.00	1.00	1.00	1.00	
PW Operations Manager	1.00	0.00	0.00	0.00	0.00	
PW Operations Specialist II	1.00	1.00	1.00	1.00	1.00	
PW Operations Specialist I	0.00	1.00	1.00	1.00	1.00	
PW Inspector	0.00	1.00	1.00	1.00	1.00	
PW Intern	0.00	.20	0.00	0.00	0.00	
PW Seasonal Laborer	0.00	0.00	0.00	0.65	0.65	
<b>Public Works Total</b>	<b>2.00</b>	<b>4.20</b>	<b>4.00</b>	<b>4.65</b>	<b>4.65</b>	
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>	<b>2.00</b>	<b>4.20</b>	<b>4.00</b>	<b>4.65</b>	<b>4.65</b>	

**PUBLIC SAFETY DEPARTMENT**

<b>Police 4211</b>						
Police Chief	1.00	1.00	1.00	1.00	1.00	
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	
Sergeant	5.00	7.00	7.00	8.00	8.00	
Corporal	4.00	1.00	1.00	0.00	0.00	
Police Officer/Detective	6.00	6.25	5.25	5.25	5.25	
Police Officer	17.50	19.00	21.00	21.25	21.25	
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	
Support Specialist	2.00	3.00	3.00	3.00	3.00	
Crime Technician	1.00	1.00	1.00	1.00	1.00	
Victims Assistance Coordinator (1)	0.00	0.00	0.00	1.00	1.00	
Victims Advocate	1.00	1.00	1.00	.48	.48	
Police Records Clerk	0.00	0.00	0.00	0.00	.50	.50 part time position added
School Crossing Guards	3.75	4.00	4.20	4.48	4.48	
<b>Police Total</b>	<b>43.25</b>	<b>45.25</b>	<b>46.45</b>	<b>47.46</b>	<b>47.96</b>	

CITY OF COTTONWOOD HEIGHTS  
FY2013-14 ANNUAL OPERATING AND CAPITAL BUDGET

DEPARTMENTS, DIVISIONS, AND PROGRAMS  
STAFFING DOCUMENT

Position Titles	2009-10	2010-11	2011-12	2012-13	2013-14	Changes from FY 2012-13 to FY 2013-14
<b>Ordinance Enforcement 4256</b>						
Ordinance Enforcement Supervisor	1.00	0.00	0.00	0.00	0.00	
Ordinance Enforcement Officer	1.00	2.00	2.00	2.00	2.00	
<b>Ordinance Enforcement Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<b>TOTAL PUBLIC SAFETY DEPARTMENT</b>	<b>45.25</b>	<b>47.25</b>	<b>48.45</b>	<b>49.46</b>	<b>49.96</b>	
<b>City Total</b>	<b>65.92</b>	<b>70.56</b>	<b>73.10</b>	<b>75.29</b>	<b>76.01</b>	

Footnotes:

(1) Partially funded by VOCA Grant

# **FY 2012-13 BUDGET AMENDMENTS SUMMARY**

## FY2012-13 Budget Adjustments GENERAL FUND

### Beginning Gen Fund Revenue Budget

14,484,288.00

#### Revenue Amendments:

11-3870-000	July, 2012	contributions/donations for arts council play	1,900.00
11-3691-001		event revenue from arts council play	12,400.25
11-3691-000		sales of concessions - subject to sales taxes	1,917.49
11-3640-000		donation toward victims advocate program	2,000.00
11-3310-003		adjust cdbg carryover budget	-24,800.00
11-3312-000	Aug, 2012	justice assistance grant (jag)	273.00
11-3341-000	Sep, 2012	dui overtime grant	10.00
11-3342-000		juvenile alcohol enforcement grant (e.a.s.y)	620.43
11-3690-000	Oct, 2012	Proceeds from sale of surplus property	7,500.00
11-3341-000		dui overtime grant	1,981.09
11-3341-000		dui overtime grant	2,824.65
11-3342-000		juvenile alcohol enforcement grant (e.a.s.y)	263.02
11-3342-000		juvenile alcohol enforcement grant (e.a.s.y)	1,083.32
11-3370-002		empg grant	4,033.76
11-3342-000	Dec, 2012	juvenile alcohol enforcement grant (e.a.s.y)	506.70
11-3340-003		click it or ticket grant	2,250.26
11-3341-000	Jan, 2013	dui overtime grant	5,058.78
11-3342-000		juvenile alcohol enforcement grant (e.a.s.y)	235.74
11-3372-000		zap grant	3,674.00
11-3372-000	Feb, 2013	ycc completion grant	10,000.00
11-3340-002		asset forfeiture safg grant	7,452.00
11-3370-002		empg grant	337.74
11-3341-000		dui overtime grant	4,188.44
	Mar, 2013		
11-3111-000	Apr, 2013	adjust real property taxes revenue estimate	69,320.00
11-3112-000		adjust personal property taxes revenue estimate	32,705.00
11-3121-000		adjust delinquent property taxes revenue estimate	17,000.00
11-3130-000		adjust general sales taxes revenue estimate	450,000.00
11-3131-000		adjust emergency services telephone charges revenue estimate	20,000.00
11-3170-000		adjust motor vehicle fee-in-lieu revenue estimate	-5,000.00
11-3182-000		adjust franchise taxes revenue estimate	31,000.00
11-3191-000		adjust penalty & interest on delinquent real property taxes revenue est.	8,000.00
11-3221-010		adjust building structures & equipment revenue estimate	30,000.00
11-3226-000		adjust road cut permits & fees revenue estimate	-30,000.00
11-3225-000		adjust animal licensing revenue estimate	1,500.00
11-3356-415		adjust class c road revenue estimate	-65,000.00
11-3358-000		adjust restricted use beer taxes revenue estimate	-1,405.00
11-3413-000		adjust zoning & subdivision services revenue estimate	-10,000.00
11-3414-000		adjust plan check fees revenue estimate	110,000.00
11-3415-000		adjust maps & publication revenue estimate	-490.00
11-3424-000		adjust bond release inspection fee revenue estimate	100.00
11-3475-001		adjust park pavillion use fee revenue estimate	5,424.00
11-3490-000		adjust miscellaneous services revenue estimate	1,000.00
11-3511-000		adjust court fines revenue estimate	61,603.00
11-3611-000		adjust interest revenue estimate	3,000.00
11-3640-000		adjust contributions & donations revenue estimate	95.00
11-3641-000		adjust pd report fees revenue estimate	3,000.00
11-3641-001		adjust pd finger printing fee revenue estimate	7,000.00

	Apr, 2013 (cont'd)		
11-3690-000		adjust sundry revenue estimate	-7,097.00
11-3691-001		adjust event revenue - no sales tax estimate	155.00
11-3700-000		adjust capital asset disposal revenue estimate	10,500.00
11-3870-000		local arts grant	1,900.00
11-3342-000		juvenile alcohol enforcement grant (e.a.s.y)	906.00
11-3370-002		empg grant	2,744.00
11-3341-000		dui overtime grant	877.00
11-3372-000		zap grant	2,571.08
11-3372-003		civic bowl grant-ycc	-1,500.00
	May, 2013		
11-3370-002	Jun, 2013	empg grant	3,798.00

**Ending Gen Fund Revenue Budget** 15,283,704.75

**Beginning Gen Fund Other Sources of Funds Budget** 802,392.00

**Other Sources Adjustments:**

11-3356-415	July, 2011	fund balance - class c carryover	112,353.00
11-3937-000		capital lease proceeds - police vehicle lease 2013	1,142,554.70
11-3890-000		fund balance - zap grant carryover	3,691.00
11-3890-000		fund balance - sorensen grant carryover	1,200.00
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
11-3890-000	Mar, 2012	fund balance - seasonal employee for storm water mapping	12,000.00
11-3890-000		fund balance - outside legal fees	30,000.00
11-3890-000		fund balance - replace bucket truck	45,000.00
	Apr, 2012		
	May, 2012		
	Jun, 2012		

**Ending Gen Fund Other Sources of Funds Budget** 2,149,190.70

**Total Gen Fund Revenue and Other Sources of Funds Budget** 17,432,895.45

**Beginning Gen Fund Expenditure Budget**

14,484,288.00

**Expenditure Amendments:**

11-4112-548	July, 2011	arts council - appropriate donations and contributions	1,900.00
11-4112-548		arts council - appropriate funds from ticket sales	12,400.25
11-4112-548		arts council - appropriate funds from concession sales	1,917.49
11-4131-423		maintenance of buildings - prep public works site location	5,750.00
11-4211-543		funds for victim advocate program	2,000.00
11-4111-309		adjust cdbg budget for carryover amount	-24,800.00
11-4414-700		move impact fee budget to cip project - storm water	-20,000.00
11-4414-733		move impact fee budget to cip project - transportation	-25,000.00
11-4111-321		financial advisor fee - police vehicle lease 2013 - from proceeds	11,425.03
11-4112-312		zap grant carryover amount for arts council	3,691.00
11-4112-340		sorenson grant carryover for arts council	1,200.00
11-4211-533	Aug, 2011	justice assistance grant (jag)	273.00
11-4211-131	Sep, 2011	dui overtime grant	10.00
11-4211-131		juvenile alcohohal enforcement grant (e.a.s.y)	620.43
11-4211-742	Oct, 2011	police light duty vehicle	7,500.00
11-4211-131		dui overtime grant	1,981.09
11-4211-131		dui overtime grant	2,824.65
11-4211-131		juvenile alcohohal enforcement grant (e.a.s.y)	263.02
11-4211-131		juvenile alcohohal enforcement grant (e.a.s.y)	1,083.32
11-4134-699	Nov, 2011	empg grant	4,033.76
11-4211-131	Dec, 2011	juvenile alcohohal enforcement grant (e.a.s.y)	506.70
11-4211-131		click it or ticket grant	2,250.26
11-4211-131	Jan, 2012	dui overtime grant	5,058.78
11-4211-131		juvenile alcohohal enforcement grant (e.a.s.y)	235.74
11-4112-312		zap grant	3,674.00
11-4112-580	Feb, 2012	ycc comptetion grant	10,000.00
11-4211-533		asset forfeiture safg grant	7,452.00
11-4134-699		empg grant	337.74
11-4211-131		dui overtime grant	4,188.44
11-4410-120	Mar, 2012	seasonal employee for storm water mapping	12,000.00
11-4142-330		outside legal fees	30,000.00
11-4410-741		replace bucket truck	45,000.00
11-4211-131	Apr, 2012	juvenile alcohohal enforcement grant (e.a.s.y)	906.00
11-4121-360		court expenses to adjust for estimated actual	110,000.00
11-4711-810		debt service principal	44,763.00
11-4711-820		debt service interest	-33,143.00
11-4211-131		dui overtime grant	877.00
11-4112-535		zap grant for arts council	2,571.08
11-4112-580		civic bowl grant-ycc	-1,500.00
	May, 2012		
11-4134-699	Jun, 2012	empg grant	3,798.00

**Ending Gen Fund Expenditure Budget** 14,722,336.78



<b>Beginning Gen Fund Other Uses of Funds Budget</b>			802,392.00
Other Uses Adjustments:			
11-4831-920	July, 2011	general fund transfer to cip - move for prep for pw site	-5,750.00
11-4831-414		general fund transfer to cip - appropriate impact fees - storm water	20,000.00
11-4831-414		general fund transfer to cip - appropriate impact fees - transportation	25,000.00
11-4831-415		general fund transfer to cip - appropriate class c carryover	112,353.00
11-4840-762		police vehicle lease 2013	1,131,129.67
	Aug, 2011		
11-4410-477	Sep, 2011	reduce non cap storm drains, etc. budget and move to asphalt rejuvenator	-97,000.00
11-4410-478		create new budget for asphalt rejuvenator	97,000.00
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
11-4831-920	Mar, 2012	transfer to cip - reverse to cover snow overtime	0.00
11-4831-921	Apr, 2012	transfer to cip - city center	625,434.00
	May, 2012		
	Jun, 2012		
<b>Ending Gen Fund Other Uses of Funds Budget</b>			<b>2,710,558.67</b>
<b>Total Gen Fund Expenditure and Other Uses of Funds Budget</b>			<b>17,432,895.45</b>

## FY2012-13 Budget Adjustments CIP FUND

**Beginning CIP Fund Revenue Budget** 35,000.00

Revenue Amendments:

	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
45-3340-000	Dec, 2011	udot grant-	200,000.00
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	May, 2012		
	Jun, 2012		

**Ending CIP Fund Revenue Budget** 235,000.00

**Beginning CIP Fund Other Sources of Funds Budget** 4,077,413.00

Other Sources of Funds Adjustments:

45-3833-000	July, 2011	transfers/contribution from general fund - move cap funds to maint pwsite	-5,750.00
45-3833-415		transfer of class c fund balance	112,353.00
45-3890-000		capital projects reconilication of estimited year end balances	642,918.00
45-3833-350		transfer of impact fees from general fund - storm water projects	20,000.00
45-3833-351		transfer of impact fees from general fund - transportation projects	25,000.00
	Aug, 2011		
45-3890-000	Sep, 2011	correct for adjustment in year end fund balance	-5,967.00
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
45-3833-000	Mar, 2012	transfer of gf for pine knot drive storm drain	69,000.00
45-3833-000		reverse transfer of gf for snow removal ot costs	-163,006.00
45-3833-000	Apr, 2012	transfer of gf	625,434.00
	May, 2012		
	Jun, 2012		

**Ending CIP Fund Other Sources of Funds Budget** 5,397,395.00

**Total CIP Fund Revenue and Other Sources of Funds Budget** 5,632,395.00

<b>Beginning CIP Fund Expenditure Budget</b>			4,112,413.00
Expenditure Adjustments:			
45-7037-710	July, 2011	pw site - move non cap funding for preparation of site to move from house	-5,750.00
45-7001-415		pavement management - class c funds carryover	112,353.00
45-7035-720		city center/parks development - from 2012 year end cip project balances	642,918.00
45-7001-733		pavement management - impact fees	25,000.00
45-7009-733		storm water cap improvement - impact fees	20,000.00
	Aug, 2011		
45-7035-720	Sep, 2011	correct for adjustment in year end fund balance	-5,967.00
	Oct, 2011		
	Nov, 2011		
45-7053-731	Dec, 2011	ft. union/union park landscape - udot grant	200,000.00
	Jan, 2012		
	Feb, 2012		
45-7054-733/791	Mar, 2012	pine knot drive storm drain	69,000.00
various		reductions to cover snow removal ot costs	-163,006.00
45-7035-720	Apr, 2012	city center/parks development - from estimated year end reconciliation	625,434.00
	Jun, 2012		
<b>Ending CIP Fund Expenditure Budget</b>			<b>5,632,395.00</b>

<b>Beginning CIP Fund Other Uses of Funds Budget</b>			0.00
Other Uses of Funds Adjustments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	May, 2012		
	Jun, 2012		
<b>Ending CIP Fund Other Uses of Funds Budget</b>			<b>0.00</b>
<b>Total CIP Fund Expenditure and Other Uses of Funds Budget</b>			<b>5,632,395.00</b>

## FY2011-12 Budget Adjustments EMPLOYEE BENEFITS FUND

**Beginning Emp Ben Fund Revenue Budget** 105,271.00

Revenue Amendments:

July, 2011  
Aug, 2011  
Sep, 2011  
Oct, 2011  
Nov, 2011  
Dec, 2011  
Jan, 2012  
Feb, 2012  
Mar, 2012  
Apr, 2012  
May, 2012  
Jun, 2012

**Ending Emp Ben Fund Revenue Budget** 105,271.00

**Beginning Emp Ben Fund Other Sources of Funds Budget** 231,239.00

Other Sources Adjustments:

July, 2011  
Aug, 2011  
Sep, 2011  
Oct, 2011  
Nov, 2011  
Dec, 2011  
Jan, 2012  
Feb, 2012  
Mar, 2012  
Apr, 2012  
May, 2012  
Jun, 2012

65-3910-000

Nov, 2011 yr end adjustment of fund balance

18,096.00

**Ending Emp Ben Fund Other Sources of Funds Budget** 249,335.00

**Total Emp Ben Fund Revenue and Other Sources of Funds Budget** 354,606.00

<b>Beginning Emp Ben Fund Expenditure Budget</b>		105,271.00
Expenditure Amendments:		
	July, 2011	
	Aug, 2011	
	Sep, 2011	
	Oct, 2011	
65-4161-143	Nov, 2011 yr end adjustment of fund balance	18,096.00
	Dec, 2011	
	Jan, 2012	
	Feb, 2012	
	May, 2012	
	Jun, 2012	
<b>Ending Emp Ben Fund Expenditure Budget</b>		<b>123,367.00</b>

<b>Beginning Emp Ben Fund Other Uses of Funds Budget</b>		231,239.00
Other Uses Adjustments:		
	July, 2011	
	Aug, 2011	
	Sep, 2011	
	Nov, 2011	
	Dec, 2011	
	Jan, 2012	
	Feb, 2012	
	Mar, 2012	
	Apr, 2012	
	Jun, 2012	
<b>Ending Emp Ben Fund Other Uses of Funds Budget</b>		<b>231,239.00</b>
<b>Total Emp Ben Fund Expenditure and Other Uses of Funds Budget</b>		<b>354,606.00</b>



# GLOSSARY





## GLOSSARY OF TERMS

The annual budget of the city contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the budget document in understanding these terms, a budget glossary has been included in the document.

**Accrual Basis of Accounting** Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**Appropriated Budget (Appropriations)** Expenditure authority created by budget ordinances approved by the city council. The appropriated budget would include all reserves, transfers, allocations, and other legally authorized legislative and executive changes.

**Assigned Fund Balance** Fund Balance Component that has limitations resulting from intended use. For example: 1) the intended use is established by the highest level of decision making, 2) the intended use is established by the body designated for that purpose, 3) the intended use is established by an official designated for that purpose.

**Balanced Budget** A state of balance exists in governmental fund budgets when available expendable revenue equals budget appropriations for expenditures and other financial uses.

**Capital Projects Fund** Fund type used to account for financial resources to be used for the acquisition, renewal or construction of major capital facilities (other than those financed by proprietary funds and trust funds). Also known as Capital Improvements Fund , Capital Improvement Projects Fund or CIP Fund.

**CDBG** Community Development Block Grant. Federal Grant program through Housing and Urban Development. Funding comes through Salt Lake County

**CHPRSA** Cottonwood Heights Parks and Recreation Service Area. A separate legal taxing entity with boundaries approximately but not completely contiguous with the City of Cottonwood Heights. The City partners with the CHPRSA (the Rec. Center) for many events as well as parks and recreation.

**City Audit Committee** A committee made up of two members of the City Council (currently the Mayor and one other member of the City Council) who meets with the external Auditor annually or as necessary to receive the annual financial report and to discuss the financial standing of the City.

**Committed Fund Balance** Fund Balance Component where self-imposed limitations are set in place prior to the end of the period. For example, limitations are imposed at the highest level of decision making that requires formal action at the same level to remove.

**Cost Effectiveness** The comparison of the relative inputs and outcomes, being cost effective means providing a maximum result at the minimum expense.

**Depreciation** Is the systematic and rational allocation of the cost of a capital asset over its estimated useful life. Since Governmental Funds budget the balance, source and use of available expendable resources, depreciation is not included in Governmental Fund Budgets.

**Effectiveness** Term used to describe the degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

**Efficiency** Term used to describe the degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

**Employees Benefit Fund** An Internal Service Fund used to account for the accrual of Paid Time Off (PTO).

**Expenditures** Decreases in net financial resources not properly classified as other financing uses.

**Final (Amended) Budget** Original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year.

**Financial Resources** Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaid expenditures (because they obviate the need to expend current available financial resources).

**FTE** Full Time Equivalent. 1.00 FTE is an employee working eight hours per day, or 2080 hours in one year.

**Function** Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** A fiscal and accounting entity with a self-balancing set of accounts. The fund records cash and other financial resources, together with all related liabilities and residual equities or balances. This cash and other financial resources are segregated for general use or specific use.

**Fund Balance** Difference between assets and liabilities reported in a governmental fund. Typically, a financial reporting unit (e.g., business, proprietary fund, fiduciary fund) reports *all* related assets and *all* related liabilities. The difference between the two is labeled **NET ASSETS** and might be described as a measure of net worth. Because governmental funds report only a subset of related assets (i.e., financial assets) and liabilities (i.e., those normally expected to be liquidated with current financial resources), the difference between the two is more of a measure of liquidity than of net worth. Accountants underscore this distinction by using the term *fund balance* in governmental funds, rather than the term *net assets* employed elsewhere. As an approximate measure of liquidity, fund balance is similar to *working capital* of a private-sector business. Financial statements for governmental funds report up to five components of fund balance: *Nonspendable Fund Balance*; *Restricted Fund Balance*; *Committed Fund Balance*; *Assigned Fund Balance*; *Unassigned Fund Balance*. Because circumstances differ among governments, not every government or every governmental fund will present all of these components. *(From "The New Fund Balance" by Stephen J. Gauthier, p11-12)*

**Fund Classifications** One of the three categories (governmental, proprietary and fiduciary) used to classify fund types.

**Fund Type** One of eleven classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit trust funds), investment trust funds, private purpose trust funds, and agency funds.

**Governmental Funds** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**General Fund** The general fund is the chief operation fund of a state or local government, Generally Accepted Accounting Principals (GAAP) prescribe that the general fund be used "to account for all financial resources except those required to be accounted for in another fund" That is, it is presumed that all of a government's activities are reported in the general fund unless there is a compelling reason to report an activity in some other fund type. A governmental entity will only have one general fund.

**Impact Fees** Fees charged to developers to cover, in whole or in part, the anticipated cost of public improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

**Infrastructure** Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

**Internal Service Fund** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**Measure** A specific quantitative or qualitative assessment of results obtained through a program or activity. In performance measurement, measures fall into one of the following categories: input, output, outcome, efficiency and cost-effectiveness.

**Mission** An enduring statement of purpose: The organization's reason for existence. The mission describes what the organization does, and how and for whom its actions are carried out.

**Nonspendable Fund Balance** Fund Balance Component that inherently is Nonspendable. For example: 1)a portion of net resources that cannot be spent because of their form, 2.) a portion of net resources that cannot be spent because they must be maintained intact.

**Other Financing Source** Increase in current financial resources that are reported separately from revenues to avoid distorting revenue trends. The use of the other financing sources category is limited to items so classified by Generally Accepted Accounting Principals (GAAP).

**Other Financing Use** Decrease in current financial resources that are reported separately from expenditures to avoid distorting expenditure trends. The "other financing uses" category is limited to items so classified by Generally Accepted Accounting Principals (GAAP).

**PTO** Paid Time Off. The system used to provide, accrue and use leave time for such things as vacation, illnesses, emergencies, bereavement, etc.

**Proprietary Funds** These are funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**Restricted Fund Balance** Fund Balance Component that has externally enforceable limitations on its use. For example: 1) limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, and 2) limitations imposed by law through constitutional provisions or enabling legislation.

**Taxable Value** Valuation set upon real estate or other property by the county assessor or state tax commission as a basis for levying taxes.

**Transfers** Amounts distributed between funds to finance activities in another fund. Shown as expenditure in the originating fund and revenue in the receiving fund.

**Unassigned Fund Balance** Fund Balance Component that represents residual net resources For example: 1) the total fund balance in the general fund in excess of *nonspendable, restricted, committed*, and *assigned* fund balance (i.e., surplus), 2) excess of *nonspendable, restricted*, and *committed* fund balance over total fund balance (i.e., deficit)

### ACRONYMS USED

**BVD** Butlerville Days  
**CAFR** Comprehensive Annual Financial Report  
**CDA** Community Development Agency  
**CDBG** Community Development Block Grant  
**CERT** Community Emergency Response Team  
**CIP** Capital Improvements Program  
**COG** Council of Governments  
**COLA** Cost of Living Allowance  
**CPI** Consumer Price Index  
**CHPRSA** Cottonwood Heights Parks and Recreation Service Area  
**DARE** Drug Abuse Resistance Education  
**DB System** Defined Benefit System  
**DC System** Defined Contribution System  
**DOT** Department of Transportation  
**DUI** Driving Under the Influence  
**EECBG** Energy Efficiency Community Block Grant  
**EEO** Equal Employment Opportunity  
**EOC** Emergency Operations Center  
**ESF** Emergency Support Function  
**FAQ** Frequently Asked Question  
**FEMA** Federal Emergency Management Agency  
**FTE** Full time equivalent  
**GAAP** Generally Accepted Accounting Principles  
**GFOA** Government Finance Officers Association  
**GRAMA** Government Records and Management Act  
**ICOM** Incident Command  
**ICS** Incident Command System  
**IT** Information Technology  
**N/A** Not Applicable  
**NIMS** National Incident Management System  
**OSHO** Occupational Safety and Health Officer  
**PCI** Pavement Condition Index  
**PTO** Paid time off  
**SAN** Storage Area Network  
**TRCC** Tourism, Recreation, Culture, and Convention  
**UCAN** Utah Communication Agency Networks  
**UCOPA** Utah Chiefs of Police Association  
**UFA** Unified Fire Authority  
**VECC** Valley Emergency Communications Center  
**YCC** Youth City Council

# APPENDIX

## Long-Range Financial Planning

The Government Finance Officers Association (GFOA) defines financial forecasting as “the process of projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables.” Further, long-term financial planning “is the process of aligning financial capacity with long-term service objectives. Financial planning uses forecasts to provide insight into future financial capacity, so that strategies can be developed to achieve long-term sustainability in light of the government’s service objectives and financial challenges. Long-term financial planning helps a jurisdiction anticipate and plan for future needs.

Cottonwood Heights has over the years completed several long-range plans that are intended to guide the future output of expenditures. These plans include the Information Technology five year plan, the Storm Water ten year plan, the Transportation ten year plan, Economic Development Plan and the City’s General Plan. The City also set aside funds to complete a comprehensive strategic long-range capital improvement financial plan that will bring all previously produced plans together in a comprehensive approach to creating a roadmap of success by laying all needs out along with funding strategies to complete the elements of the plan.

GFOA suggests that an effective long-range financial plan answers these key questions:

1. Does the identified long-range financial plan extend out at least two years beyond the budget year?
2. Is there a concise explanation or illustration of the linkage between the entity’s long-range financial plans and strategic goals?

Each year during the budget retreat the elements of these plans and other factors influencing the long-range financial viability of the city are discussed. Ideas that will provide success or possible failure with each of the plans is also discussed and decisions are made that will drive the budget during the upcoming as well as future years. An example of this during our discussion of the FY2013-14 budget was the decision to put on hold until the General Plan is updated later during fiscal 2013-14 the accomplishment of the comprehensive strategic long-range capital improvement plan. This decision was based on the need to have as much current information as possible about the City going forward with major transportation, redevelopment, and other infrastructure general planning agendas.

As the city continues working toward answering the two questions posed by the GFOA to accomplish this planning process, we will continue to produce a budget that, in the short term, may not include long-term charts and graphs or spreadsheets, except for the 5-year Business Plan Goals and the 5-year Workload Indicators/Statistical Accomplishments charts presented by department, but will be cognizant of the long-range implications and linkage to the city’s overall goals and identified measures.

## FY2012-16 TECHNOLOGY PLAN

The 5-year IT Plan encompasses five main areas:

- Data storage
- Servers
- Desktops/Laptops
- Software licensing
- Valley Emergency Communications Center (VECC) co-location/disaster recover

### **Data Storage**

We currently have approximately 400GB of storage on each of our 4 servers, about 1.5TB total. We have approximately 1TB of data on those drives, or about 67% usage. The data is comprised mainly of Police Department files (currently not including any data from the server-using *Spillman* technology), Geographic Information Systems (GIS) files and user files. The server has approximately another 100GB of user files on it.

Looking forward, we need to upgrade our storage system.

There are three main types of storage that apply to our situation.

- DAS
- NAS
- SAN

#### *DAS = Direct-Attached Storage*

Storage (usually multiple hard drives) is attached directly to a server, usually internal. Desktops and laptops are examples of DAS. If we outgrow space on one drive, we have to start utilizing other drives in other servers. This becomes more difficult to manage. We use DAS internal to each of our four main servers.

The biggest limitation to DAS is physical. Our current servers have 6 drive bays, and they are all in use. To upgrade the storage on the servers would require purchasing new hard drives, making a backup of the system, putting the new drives in, and then restoring the system backup. While this would help, it is still somewhat inefficient. The cost would be under \$4,000 per server. That would double the storage capacity on one server, so there might not be a need to upgrade more than one.

#### *NAS = Network-Attached Storage*

Storage is connected to a system that shares files via network protocols. Our desktops and laptops see our servers as NAS (P, W, X and Z drives).

#### *SAN = Storage Area Network*

Considered a hybrid between DAS and NAS because the storage is connected to servers via network, but uses drive access protocols (iSCSI) rather than network protocols. Although a network connection, that cable could be seen as an "extension cord" to bring the hard drives out of the server's physical cabinet.

This connection allows storage to do block-level transfers (just like an internal hard drive) rather than file-level transfers. This equates to better efficiency, and can help us realize the "VECC redundancy project" easier. With 2 SAN's, any changes made to files on one side would be replicated to the other side, automatically creating redundancy.

Both NAS and SAN usually employ banks of hard drives, usually starting at 8. These systems used to be \$100,000. But more third-party manufacturers now offer products, and hard drive prices have



dropped considerably. The base system without drives is estimated to cost \$8,000. For an additional \$5,000 in hard drives, we can have a system with 4TB of storage.

A comparable system from a manufacturer such as Dell or IBM is still relatively affordable at under \$50,000. One entity we know of purchased a 2TB SAN system for about \$23,000 in the last year.

We understand that the IBM AIX (the version of UNIX that operates our police records management system) is supported on the Dell SAN. That means that it could be used for storage for all City IT platforms.

### **Servers**

We have 4 main servers – SQL1, SQL2, Mail1 and Term1. They are running on IBM xSeries 3650 servers. Mail1 has 9GB of memory, and the others have 4GB. They all have a single dual-core processor, running at 2.66GHz.

SQL1 and SQL2 run Microsoft SQL Server 2005. That is a database server. The databases on the two (*Caselle*, *LaserFiche*, and *Great Plains/Dynamics*) can be consolidated to one server. The Great Plains database is primarily for archival data now, except for use to prepare some financial reports, otherwise only one or two people access data, rather infrequently. *LaserFiche* is the scanning software that we use, and usually only has one or two people using it. *Caselle* is currently licensed for 15 users, so it is the heaviest used. But its use is still considered light.

Mail1 is our mail server, running Microsoft Exchange Server 2007. We have approximately 70 active mailboxes.

Term1 runs NetMotion software that allows our Police Department to connect to our network while in their cars.

The new IBM servers were purchased with the intent of “mirroring” the servers that we currently have. It is quite difficult to take a live server and duplicate it for use in disaster recovery. The 4 new servers were purchased with approximately the same hardware specifications as the current servers. The new servers are the latest generation of the 3650, with the M2 suffix. They currently have single quad-core processors (2.66GHz), with 4GB of memory in three of them, and 9GB in one.

### **Recommendation**

The City should upgrade the new servers with another processor each, and at least 48GB of memory. The processors are approximately \$1,000 each, and the memory is approximately \$1,800 for 48GB.

These upgrades would lead to our next step, which is server virtualization.

### **Virtualization**

We believe that our current 4 main servers can be consolidated down to 3, and then “virtualized”. Virtualization is not new. It has been around for at least 10 years. We know of users that have been running virtualized servers for over 7 years.

An Operating System (OS) is basically a resource scheduler. Windows (XP, Vista, 7, Server 2003 and 2008) is an Operating System. Mac OSX and Linux are other examples. Their main function is to manage the hardware resources (memory, storage, mouse and keyboard inputs, etc) so that multiple applications can utilize those resources concurrently. If one application crashes, the OS makes sure that other applications aren’t affected.



Virtualization software becomes another layer between the hardware and an OS. It now manages the resources so that *multiple OS's* can now run independent of each other. If one OS has problems, it won't affect the others.

Years ago, there was a mantra, "one server, one service". Basically, we do not want to mix certain applications. We do not want a database server running on the same instance of Windows as a mail server. We don't want a Domain Controller running on a mail or database server. That started "server sprawl". If we needed a couple of database servers and a couple of mail servers, we had to have 4 physical servers. That meant that most of the time, our servers were running with less than 10% utilization. This was pretty inefficient.

Virtualization came along, and started to change that. We could now have a physical server with multiple Virtual Machines (VM) on it. Each VM could be running a separate instance of Windows and whatever applications you wanted. In the above example, 4 physical servers running at under 10% utilization now becomes 4 VMs running on one physical server with about 50% utilization. We spend less on hardware and use less power to run that hardware.

A few years ago, that changed even more. Dual- and quad-core processors became available. Servers have long used multiple processors. But now the ability to have 4 and even 8 processor cores running at full speed gave possibilities that hadn't existed before. If we then couple that with inexpensive memory prices we can have an 8-core server with 48GB of RAM for under \$10,000.

Upgrading the new servers will allow us to run our current servers as virtual servers. The virtualization software also has "High Availability" functions built in. What that means is that as long as they have shared storage (NAS or SAN), multiple virtualization host servers can exist in a cluster. If one fails, the other can take over the VM, with minimal downtime (usually minutes).

There are two main providers in the virtualization area. VMWare has been around for years and Microsoft is also into the arena. One very positive aspect is that the basics of virtualization are zero cost.

VMWare allows IT to download and use the VMWare Server product at no cost, in perpetuity. Windows Server 2008 comes with Hyper-V, Microsoft's virtualization software. Once we install either one of them, we can run any number of VM's we wish, as long as we have the hardware for it and have the licensing (see Software Licensing below).

Both companies also have management software that should be purchased if we purchase several VM's to manage.

### **Desktops/laptops**

#### *Hardware upgrades*

If we decide to stay with the current model of using regular desktops (as opposed to desktop virtualization below), it is recommended we replace them on a 4- or 5-year cycle. That mean for us at least 20% are replaced each year. Currently, that would be about 5 desktops and 3 laptops a year. It is recommended that we contract with a manufacturer and replace all systems within one year. Staying with one manufacturer (and preferably one model) would make any repairs or replacements much easier to manage.

#### *Virtualize/thin client?*

The "next big thing" in the IT world is desktop virtualization. The premise isn't new – move the computing to the server, and just give the user the output. Mainframes and dumb terminals are the earliest example that we know of. Microsoft has been using Terminal Services for years. That allows us

to connect up to a server via Remote Desktop. All of the work is done on the server. The user just sends the mouse and keyboard signals, and gets back the screen output.

Desktop virtualization now takes that one step further. Instead of physical computers that usually use less than 20% of their resources, the user has a "thin client" that connects to a virtual machine on a server. Some thin clients have no moving parts to wear out, and use less than 20 Watts of power. The costs are usually under \$300 each. We still have to pay for the Windows license that the VM uses (about \$200).

If the thin client needs to be replaced, it is a matter of minutes before the user is up and running again. They log back into the VM, and see their desktop the same way they did before. Currently replacing a failed machine may take a few hours to rebuild and the user may lose any files that were stored on the hard drive.

Laptop users can also benefit from virtualization. The system can "check out" the virtual machine image to run while it is out of the office, and then re-sync when the laptop is brought back inside. The checked-out image can also be set to expire after a certain time, in case a laptop is lost or stolen. This ensures that an unauthorized person can't access the system after the time has expired.

However, with desktop virtualization comes the necessity of the management software. A few servers can be managed separately. But 60 or more desktop images would need the management software to fully be effective.

### **Software licensing**

#### *New licenses for servers*

There are three editions of Microsoft Windows Server – Standard, Enterprise and Datacenter. The differences between them vary. Some of the differences are as basic as the amount of memory that each can access and the number of processors that can be installed, all the way to different management tools that are included and features that are enabled. Standard is usually used when we have a couple of servers and 10-50 users. Enterprise is usually for dozens of servers and up to a few hundred users. Datacenter is usually used above that.

Standard and Enterprise are usually licensed per server (about \$800 and \$1,800, respectively), while Datacenter is licensed by processor (about \$1,800).

Microsoft is fairly priced with licensing if you utilize virtualization. If we purchase the Standard edition, we need to purchase licenses on a 1:1 ratio. If we have 5 virtual servers, we buy 5 licenses (about \$4,000). If the physical server runs other things besides the virtualization software we pay for those licenses as well, another \$800.

If we purchase the Enterprise edition, that is licensed on a 1:4 ratio. One license allows us to run 4 total instances of Windows Server on that physical server. If we have the same 5 virtual servers, we would need to purchase two licenses of Enterprise. That would allow us to run up to 8 installations of Windows on that same physical server. It could be 8 virtual machines; or 7 virtual machines if we have other services besides virtualization running on the physical installation.

Datacenter is even more generous. They allow us to run unlimited virtual machines on that server as long as we have the hardware resources to handle it. If we ran 12 virtual servers on a physical machine, it would only cost us 2 processor licenses of Datacenter, or about \$3,600. Compare that to \$5,400 for 3 licenses of Enterprise or over \$9,000 for 12 licenses of Standard.

*Windows 7*

We are currently running Windows XP on our desktops and laptops. Windows XP is almost 10 years old. Microsoft has put extensions on its life-cycle a couple of times. They will end its support about August 2014. We need to plan on upgrading our systems to Windows 7, hopefully well before that date.

*Office 2010*

We are currently running Office 2003. Office 2010 has been released, and Office 2007 has been out for about four years. Office 2003 will be end-of-life about August 2014 as well.

*Exchange 2010*

We are currently running Exchange Server 2007. Exchange Server 2010 has been released, and has some features included that we are currently utilizing via third party software. The features mainly are used for the GRAMA searches.

**VECC Co-location/Disaster recovery**

We are planning on utilizing some space at the Valley Emergency Communication Center (VECC) to house a "duplication" of our network for disaster recovery purposes. The original plan was to somehow "mirror" our current servers at that location. We have 4 new servers to implement this plan. We would use the new servers here, and utilize the old servers at VECC.

Unfortunately, it is more complicated than that. To keep a copy of a server and have that copy constantly updated by the "master server" is not an easy task, at least not without special software. It is estimated to cost at least \$10,000 or more to implement, as well as many hours of time. It is believed that virtualization is the better way to implement. We can have multiple copies of a Virtual Machine (VM), and start them up whenever we wish. The virtualization software also has functionality built in that will fail over to another physical host computer, as long as the VM is stored on shared storage.

For example, if we had a SAN here, and two physical servers, they could be configured in a virtualization cluster. If one fails, the other can automatically take over, bringing the VM back up within minutes. If we then extend that to VECC and duplicate the setup (2 physical machines with a SAN for storage) the SANs can automatically replicate the VMs between each other. If our side of the network is somehow lost (fire, flood, etc) the VECC side can take over again within minutes.

## FY2013-14 CERTIFIED TAX RATE SUMMARY

Tax Rate Summary (693) CTY									
Certified Rates set by Auditor	Proposed Rates set by Entity	Proposed Rates Approved by County	Approved by State OK to Print	SCME	Report Items	Value Adj	Truth in Taxation		
	Prior	Current	CY-PY	% Change					
Real	2,407,686,884	2,531,659,810	124,172,926	5.16%	BOE Adjustment	10,874,338	Reappraisal		116,898,374
Personal*	87,804,950	100,780,334	12,975,384	14.78%	CY VAL-BOE	2,874,171,327	Factoring		0
Central	50,070,018	52,405,521	2,335,503	4.66%	CYIPY Coll	95.86 / 96.05	Leg Adjust		0
Total	2,545,561,852	2,685,045,665	139,483,813	5.48%	Proposed Tax Rate Val	2,563,460,634			
CDRA RICA	0	0	0	0.00%	Value Adjustments	116,898,374	Annex Adj		
CDRA Personal*	0	0	0	0.00%	Accounting	22,565,439	Annex In		0
Total CDRA	0	0	0	0.00%	Fiscal	21,850,402	Annex Out		0
TVal-SCME-CDRA	2,545,561,852	2,685,045,665	139,483,813	5.48%	Certified Tax Rate Val	2,541,810,232			

\* "Personal" and "CDRA Pers" show Year-End values only and are one year earlier than Real and Centrally Assessed values.

### NOTES

Budget Code	Budget Name	Date of Election	Rate Limit	Code from Utah Annotated	Maximum By Law	Calculated Certified Tax Rate	Auditor's Certified Tax Rate	Proposed Tax Rate	Auditor's Certified Rate Revenue	Requested Revenue
10	General Operations			\$10-6-133	.007	0.002522	0.002522	0.002522	6,465,048	6,465,048
	Total Tax Rate					0.002522	0.002522	0.002522	6,465,048	6,465,048

## FY2013-14 BUDGET ORDINANCE

### COTTONWOOD HEIGHTS

#### ORDINANCE No. 205

AN ORDINANCE ADOPTING AN AMENDED FINAL BUDGET FOR THE PERIOD OF 1 JULY 2012 THROUGH 30 JUNE 2013; ADOPTING A FINAL BUDGET FOR THE PERIOD OF 1 JULY 2013 THROUGH 30 JUNE 2014; MAKING APPROPRIATIONS FOR THE SUPPORT OF THE CITY OF COTTONWOOD HEIGHTS FOR SUCH PERIODS; AND DETERMINING THE RATE OF TAX AND LEVYING TAXES UPON ALL REAL AND PERSONAL PROPERTY WITHIN THE CITY OF COTTONWOOD HEIGHTS

**WHEREAS**, the Uniform Fiscal Procedures Act for Utah Cities (the "*Act*") provides, among other things, that prior to adoption by a city's governing body of a municipal budget, the city's mayor or other budget officer shall propose a tentative budget which shall be reviewed, considered and tentatively adopted by the governing body in open meeting, whereupon (a) the governing body shall establish the time and place of a public hearing to consider the adoption of the tentative budget; (b) the tentative budget shall be a public record in the office of the city's recorder available for public inspection for a period of at least ten days prior to the adoption of a final budget; (c) notice of the public hearing shall be published in a newspaper of general circulation in the city at least seven days prior to the public hearing; and (d) the public hearing shall be held; and

**WHEREAS**, the Act also provides that certain amendments to a city's adopted budget require similar procedures for adoption, including approval of the amendment by resolution or ordinance following a public hearing; and

**WHEREAS**, pursuant to UTAH CODE ANN. §10-6-133(1), before June 22 of each year (or August 17 in the case of certain property tax rate increases), the governing body of a Utah municipality, at a regular or special meeting called for that purpose, shall by ordinance or resolution set the real and personal property tax levy for realty within such city; and

**WHEREAS**, at a meeting of the city council (the "*Council*") of the city of Cottonwood Heights (the "*City*") on 7 May 2013, Steve Fawcett, the City's budget officer (the "*Budget Officer*"), filed with the Council (a) a proposed amended budget for the City for the period of 1 July 2012 through 30 June 2013, (b) a tentative budget for the City for the period of 1 July 2013 through 30 June 2014, and (c) an accompanying budget message as required by the Act; and

**WHEREAS**, those budgets (the "*Budgets*") were reviewed, considered and tentatively adopted by the Council on 14 May 2013 pursuant to its authority under UTAH CODE ANN. §10-6-118; and

**WHEREAS**, from and after 14 May 2013, copies of the Budgets have been available for public inspection in the office of the City's recorder; and



WHEREAS, the Council set 7:00 p.m. on 28 May 2013 at 1265 East Fort Union Blvd., Suite 300, Cottonwood Heights, Utah as the time and place of a public hearing regarding adoption of the Budgets; and

WHEREAS, notice of the public hearing concerning the Budgets was timely published in the *Deseret Morning News* and *Salt Lake Tribune* and on the Utah Public Notices Website established under UTAH CODE ANN. §63F-1-701 as required by statute; and

WHEREAS, the public hearing was held beginning at approximately 7:00 p.m. on 28 May 2013 at 1265 East Fort Union Blvd., Suite 300, Cottonwood Heights, Utah to receive public comment on the Budgets as set forth in the published notice; and

WHEREAS, at the public hearing, all interested persons were given an opportunity to be heard; and

WHEREAS, the City has published the necessary notice and held the public hearing required prior to adopting the proposed property tax rate and setting the property tax levy; and

WHEREAS, on 18 June 2013, the Council met in regular session to consider, among other things, approving the Budgets as proposed; and

WHEREAS, it is the intent and desire of the Council to comply with all applicable laws regarding adoption of the Budgets, the adoption of a property tax rate and the levying of property taxes; and

WHEREAS, after careful consideration, the Council finds that it has satisfied all legal requirements to adopt the Budgets, adopt a tax rate and levy property taxes, and that it is in the best interests of the citizens of the City to adopt the Budgets presented at the 28 May 2013 public hearing (as heretofore modified by the Budget Officer under Council direction, including the amendments specified on the exhibits that are attached to this Ordinance) as the final budgets for the City for the periods in question, to determine the rate of property tax and to levy taxes upon all real and personal property within the City;

NOW, THEREFORE, BE IT ORDAINED by the Cottonwood Heights city council as follows:

Section 1. *Adoption of Budgets.*

A. The Budgets presented at the 28 May 2013 public hearing (as heretofore modified by the Budget Officer under Council direction, including the amendments specified on the exhibits that are attached to this Ordinance) be, and hereby are, appropriated for the corporate purposes and objects of the City for the fiscal years in question, and hereby are adopted as the City's final budgets for the periods of 1 July 2012 through 30 June 2013 and 1 July 2013 through 30 June 2014, respectively, subject to amendment.

B. Copies of the final Budgets adopted hereby shall be certified and filed with the Utah State Auditor, as appropriate, and shall be available for public inspection during regular business hours at the City's business offices.

C. The City's manager and other officers are hereby directed to take any other necessary actions pertinent to the adoption of the Budgets, including, without limitation, such notification, reporting and publishing as may be required by applicable law.

D. Amounts in excess of the City's cash requirements shall be deposited in the investment fund maintained by the state treasurer under the State Money Management Act, UTAH CODE ANN. §51-7-1 *et seq.*

Section 2. **Property Tax Rate and Levy.**

A. For the purpose of defraying the necessary and proper expenses of the City and for maintaining the government thereof, it is hereby determined that a general property tax shall be levied against the taxable value of all real and personal property within the City. For the period from 1 July 2013 through 30 June 2014, such general property tax on all real and personal property within the City shall be set at the certified tax rate, being .002522.

B. For the period from 1 July 2013 through 30 June 2014, there is hereby levied upon all taxable real and personal property within the City a general property tax at the same rate as set forth above on the taxable value of said property, to provide revenue for the City's general fund and for general City purposes.

C. The City's manager and other officers are hereby directed to take any other necessary actions pertinent to the setting of the general property tax rate and levy of the property tax, including, without limitation, notification to the Salt Lake County Auditor, the Utah State Tax Commission, and such other notification, reporting and publishing as may be required by applicable law.

Section 3. **Action of Officers.** All actions of the officers, agents and employees of the City that are in conformity with the purpose and intent of this Ordinance, whether taken before or after the adoption hereof, are hereby ratified, confirmed and approved.

Section 4. **Severability.** All parts of this Ordinance are severable, and if any section, paragraph, clause or provision of this Ordinance shall, for any reason, be held to be invalid or unenforceable, the invalidity or unenforceability of any such section, paragraph, clause or provision shall not affect the remaining sections, paragraphs, clauses or provisions of this Ordinance.

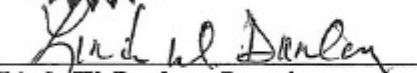
Section 5. **Repealer.** All ordinances or parts thereof in conflict with this Ordinance are, to the extent of such conflict, hereby repealed.

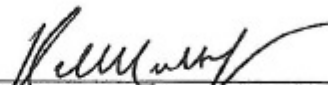
Section 6. ***Effective Date.*** This Ordinance, assigned no. 205, shall take immediate effect as soon as it shall be published or posted as required by law and deposited and recorded in the office of the City's Recorder, or such later date as may be required by Utah statute.

PASSED AND APPROVED this 18<sup>th</sup> day of June 2013.

COTTONWOOD HEIGHTS CITY COUNCIL



  
Linda W. Dunlavy, Recorder

By   
Kelvyn H. Cullimore, Jr., Mayor

VOTING:

Kelvyn H. Cullimore, Jr.	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Michael L. Shelton <i>Absent</i>	Yea <input type="checkbox"/>	Nay <input type="checkbox"/>
J. Scott Bracken	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>
Michael J. Peterson <i>Absent</i>	Yea <input type="checkbox"/>	Nay <input type="checkbox"/>
Tee W. Tyler	Yea <input checked="" type="checkbox"/>	Nay <input type="checkbox"/>

DEPOSITED in the Recorder's office this 18<sup>th</sup> day of June 2013.

POSTED this 19 day of June 2013.

599951.1



## FY2013-14 UTAH STATE AUDITOR BUDGET TRANSMITTAL

<b>Adopted Budget Form for:</b> Cities, Towns & Counties	<b>Name</b> <b>Fiscal Year Ended</b>	<b>Cottonwood Heights</b> <b>6/30/2014</b>	
<b>Basic Form Instructions</b>			
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <ol style="list-style-type: none"> <li>1. As required by Utah statutes, budget forms submitted must present a balanced budget, meaning budgeted expenditures must equal budgeted revenues.</li> <li>2. If prior year surplus amounts are to be appropriated in this budget, the amount is to be presented as a source of revenue in the budget. Also, any budgeted increase in a fund balance must be presented as an expenditure within the appropriate budget.</li> <li>3. <b>A copy of the final budget should be sent to the State Auditor's Office within 30 days of adoption.</b></li> <li>4. Please report amounts rounded to the nearest dollar.</li> <li>5. Some items may not apply to your entity.</li> </ol> </div> <div style="width: 48%;"> <ol style="list-style-type: none"> <li>6. If you have questions about the form, call Patricia Nelson at (801) 538-1334 or 1-800-622-1243, or send an email to patricianelson@utah.gov.</li> <li>7. <b>Send completed budgets electronically to <a href="mailto:sao@utah.gov">sao@utah.gov</a> or mail a printed form to:</b>            Office of the Utah State Auditor            Utah State Capitol Complex            East Office Building Suite E310            PO Box 142310            Salt Lake City, UT 84114</li> </ol> </div> </div> <p><b>Definitions:</b> <i>Current Budget Year:</i> The budget year in which a local government is currently operating. <i>Ensuing Budget Year:</i> The next upcoming budget year, also known as the "incoming" budget year</p>			
<b>Part I General Fund Revenues</b>			
<b>Source of Revenue</b> <b>(a)</b>	<b>Prior Year</b> <b>Actual Revenue</b> <b>(b)</b>	<b>Current Year</b> <b>Estimate</b> <b>(c)</b>	<b>Ensuing Year</b> <b>Approved Budget</b> <b>Appropriation</b> <b>(d)</b>
<b>Taxes</b>			
General Property Taxes - Current	6,385,381	6,540,841	6,465,048
Prior Years' Taxes - Delinquent	199,651	363,778	150,000
General Sales and Use Taxes	4,725,926	3,753,569	4,900,000
Franchise Taxes	278,444	222,443	295,000
Transient Room Tax	23,625	17,548	20,000
Re-appraisals	0	0	0
Assessing and Collecting - State-wide Levy	0	0	0
Assessing and Collecting - County Levy	0	0	0
Fee-in-Lieu of Property Taxes	400,016	390,882	395,000
Penalties and Interest on Delinquent Taxes	9,144	22,297	5,000
Other (specify): E911 emergency services telephone	294,517	250,286	320,000

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part I	General Fund Revenue - Continued			
Source of Revenue (a)		Prior Year Actual Revenue (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
	Charges for Services			
	General Government	0	0	0
	Court Costs, Fees, and Charges (Clerk)	0	0	0
	Recording of Legal Documents (Recorder)	0	0	0
	Zoning and Subdivision Fees	78,960	24,093	60,000
	Sale of Maps and Publications	0	10	0
	Auditor's Fees	0	0	0
	Surveyor's Fees	0	0	0
	Treasurer's Fees	0	0	0
	Public Safety	0	0	0
	Special Police Services	17,026	24,599	10,900
	Special Protective Services	0	0	0
	Corrective Fees (Jail)	0	0	0
	Streets and Public Improvements	0	31,783	45,000
	Street, Sidewalk, and Curb Repairs	0	0	0
	Parking Meter Revenue	0	0	0
	Street Lighting Charges	0	0	0
	Sanitation	0	0	0
	Sewer Charges	0	0	0
	Street Sanitation Charges	0	0	0
	Refuse Collection Charges	0	0	0
	Sale of Waste and Sludge	0	0	0
	Weed Removal and Cleaning Charges	0	0	0
	Health	0	0	0
	Parks and Public Property	0	5,524	5,500
	Cemeteries	0	0	0
	Miscellaneous Services	171	100	0
	Other (specify):Plan Check Fees	101,239	213,065	84,500
	Fines and Forfeitures			
	Fines	552,220	525,000	530,000
	Forfeitures	0	0	0
	Other (specify):	0	0	0

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part I General Fund Revenue - Continued				
Source of Revenue (a)		Prior Year Actual Revenue (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
	Intergovernmental Revenue			
	Federal Grants	64,875	17,436	154,055
	General Government	0	0	0
	Public Safety	54,222	33,242	0
	Highways and Streets	0	0	0
	Health	0	0	0
	Cultural - Recreation	0	0	0
	Federal Payments in Lieu of Taxes	0	0	0
	State Grants	0	0	0
	State Shared Revenue	0	0	0
	Class "C" Road Fund Allotment	1,067,518	1,066,099	1,000,000
	Liquor Fund AllotmentRestricted Use Beer Tax	43,515	43,595	43,500
	Grants from Local Units	22,971	25,534	0
	Other (specify):	0	0	0
	Miscellaneous Revenue			
	Interest Earnings	25,843	10,093	20,000
	Rents and Concessions	12,192	14,473	0
	Sale of Fixed Assets - Compensation for Loss	0	10,500	0
	Sale of Materials and Supplies	0	0	0
	Sales of Bonds	0	0	0
	Other Financing - Capital Lease Obligations	0	1,142,555	0
	Other (specify): Sundry	26,657	32,962	25,053
	Contributions and Transfers			
	Transfer From:	0	0	0
	Transfer From:	0	0	0
	Transfer From:	0	0	0
	Transfer From:	0	0	0
	Transfer From:	0	0	0
	Loan From:	0	0	0
	Loan From:	0	0	0
	Contribution from Private Sources	0	0	0
	Beg. Class "C" Road Fund Bal. to be Appropri.	0	0	0
	Beg. General Fund Bal. to be Appropriated	301,067	1,095,378	850,000
	TOTAL REVENUES	15,130,871	16,368,243	15,873,556

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part II General Fund Expenditures				
Expenditure (a)		Prior Year Actual Exp. (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
	General Government			
	Administrative/Legislative	467,923	481,672	647,305
	Commission or Council			
	Legislative Committees and Special Bodies	102,880	99,800	127,500
	Ordinances and Proceedings			
	Judicial			
	City and Precinct Courts	351,428	374,025	370,000
	Juvenile Court			
	District and Circuit Courts			
	Law Library			
	Executive and Central Staff Agencies			
	Executive	594,828	720,869	660,899
	Boards and Commissions	4,759	2,751	6,000
	Central Purchasing			
	Personnel			
	Budgeting			
	Data Processing	119,791	125,336	134,600
	Microfilming			
	Administrative Agencies			
	Auditor	263,385	308,994	326,017
	Clerk			
	Treasurer			
	Recorder	319,551	311,892	420,770
	Attorney	347,884	239,939	229,182
	Surveyor			
	Assessor			
	Non-Departmental			
	General Governmental Buildings			
	Elections	25,568	0	77,000
	Planning and Zoning			
	Education and Community Promotion			
	Other Professional Services			
	Other (specify): Emergency Management	51,145	15,268	30,600

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part II General Fund Expenditures - Continued				
Expenditure (a)		Prior Year Actual Exp. (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
	Public Safety			
	Police Department	4,909,570	4,828,754	5,092,745
	Fire Department	2,998,505	3,161,079	3,369,817
	Corrections (Jail)			
	Protective Inspections			
	Other Protective			
	Agricultural Inspection			
	Animal Control and Regulation	149,941	144,172	155,511
	Flood Control			
	Emergency Services (Civil Defense)			
	Other (specify):			
	Public Health			
	Health Services			
	Infirmaries			
	Other (specify):			
	Highway and Public Improvements			
	Highways	719,234	921,744	1,100,767
	Class "C" Road Program	949,198	920,138	1,000,000
	Sanitation			
	Sewage Collections and Disposal			
	Shop and Garage			
	Construction			
	Repair and Maintenance			
	Other (specify):			
	Parks, Rec., and Public Property			
	Park and Park Areas			
	Park Lighting			
	Recreation and Culture			
	Libraries			
	Cemeteries			
	Other (specify):			

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part II General Fund Expenditures - Continued				
Expenditure (a)		Prior Year Actual Exp. (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
	Community and Economic Development			
	Community Planning	352,073	379,259	420,920
	Community Development			
	Urban Redevelopment and Housing			
	Economic Development and Assistance	29,350	9,000	47,000
	Economic Opportunity			
	Other (specify):City Engineering	398,329	385,058	435,000
	Debt Service			
	Principal and Interest	244,783	321,990	326,923
	Other (specify):			
	Transfers and Other Uses			
	Transfer To: Capital Improvements Fund	1,730,747	1,485,423	895,000
	Transfer To:			
	Transfer To:			
	Loan To:			
	Loan To:			
	Loan To:			
	Use of Restricted/Reserved Fund Balance			
	Class "C" Road Funds			
	Miscellaneous			
	Judgments and Losses			
	FEMA Reimbursement of Flood Costs			
	Other Flood Costs			
	Other (specify): Police Vehicle Lease		1,131,078	
	Budgeted Increase in Fund Balance			
	TOTAL EXPENDITURES	15,130,871	16,368,243	15,873,556

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part V	Capital Projects Fund			
Nature of the Fund:				
Description (a)	Prior Year Actual (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)	
<b>Revenues</b>				
Transfers from General Fund	1,730,747	1,485,423	895,000	
Interest Income	28,092	20,653	35,000	
Other Additions: Impact Fees	25,185	0	0	
State Grant		200,000		
<b>TOTAL REVENUE</b>	1,784,023	1,706,076	930,000	
<b>Beginning Fund Balance</b>	1,887,536		3,653,822	
<b>TOTAL AVAILABLE FOR APPROPRIATION</b>	3,671,559	1,706,076	4,583,822	
<b>Expenditures</b>				
Capital Outlay	3,671,559	1,191,021	4,583,822	
<b>TOTAL EXPENDITURES</b>	3,671,559	1,191,021	4,583,822	
<b>Ending Fund Balance</b>	0	515,056	0	

Name Cottonwood Heights		Fiscal Year Ended		6/30/2014
Part VII	Enterprise or Internal Service Fund:	Employee Benefits Fund		
Description (a)		Prior Year Actual (b)	Current Year Estimate (c)	Ensuing Year Approved Budget Appropriation (d)
<b>Operating Revenue</b>				
Charge for Services		16,472	0	104,371
Interest Earned		1,625	1,547	900
Other:				
Other:				
Other:				
<b>TOTAL OPERATING REVENUE</b>		18,096	1,547	105,271
<b>Operating Expense</b>				
Personnel Services		18,096	0	354,606
Contractual Services				
Material and Supplies				
Depreciation				
Other:				
Other:				
Other:				
<b>TOTAL OPERATING EXPENSE</b>		18,096	0	354,606
<b>Non-Operating Revenue (Expense) and Transfers</b>				
Connection Fees				
Interest Expense				
Capital Contributions From Outside Sources				
Impact Fee Collected				
Operating Transfers From:				
Operating Transfers From:				
Operating Transfers From:				
Operating Transfers From:				
Impact Fee Spent				
Operating Transfers To:				
Operating Transfers To:				
Operating Transfers To:				
Operating Transfers To:				
Other:				
<b>NET INCOME (LOSS)</b>		0	1,547	-249,335
<b>Cash Operating Needs</b>				
Net Income (Loss)		0	1,547	-249,335
Plus: Depreciation				
Plus:				
Plus:				
Plus:				
Less: Major Improvements and Capital Outlay				
Less: Bond Principal Payments				
Less:				
Less:				
Less:				
<b>TOTAL CASH PROVIDED (REQUIRED)</b>		0	1,547	-249,335



	Source of Cash Required			
	Cash Balance at Beginning of Year	231,239	249,336	0
	Sale of Investment and Other Current Assets			
	Issuance of Bonds and Other Debt			
	Loans from Other Funds			
	Other:			
	Other:			
	<b>TOTAL CASH PROVIDED (REQUIRED)</b>	231,239	249,336	0